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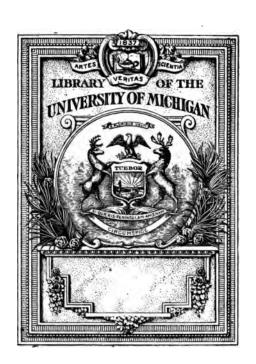
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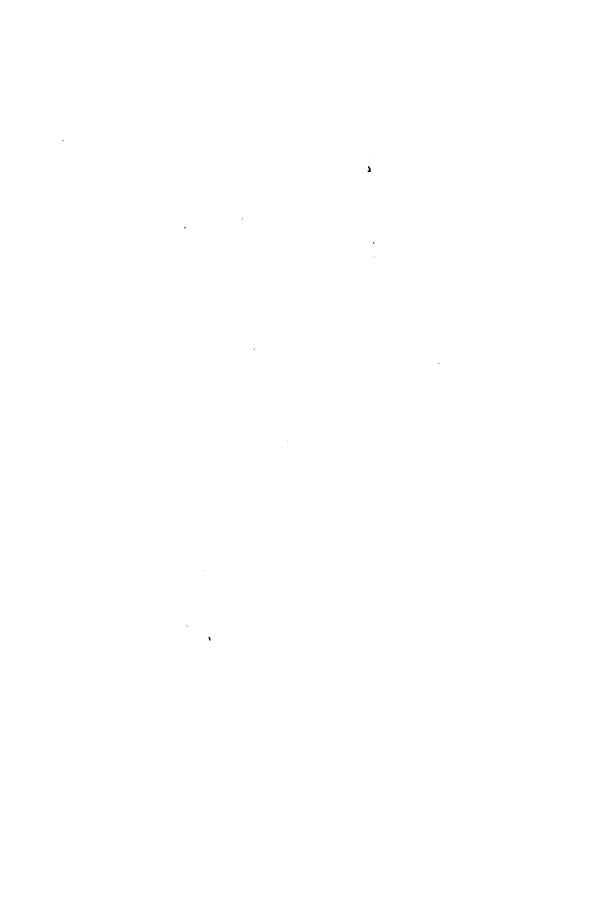
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# INDUSTRIAL JOURNALISM



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# Lectures in the Forum

IN

# Industrial Journalism

At the New York University Season of 1915

Under the Auspices of
THE NEW YORK TRADE PRESS

ASSOCIATION

With an Introduction by

ALBERT FREDERICK WILSON

Department of Journalism, New York University

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### INTRODUCTION

It is a significant thing that marked industrial energy in a nation is always a by-product—the result of coöperative thinking. An insular state of mind grows a row of potatoes on a side hill where its grandfather planted a hundred years before. The progressive sum leads out to exhaustion. A man thinking alone lets his ideas eat in on the species. Men thinking together fertilize energy through the process of attrition. Dynamics knows of no force that can compare with that created when strong men's ideas rub elbows. It is not sloth that endangers a nation's progress—that can easily be cauterized. The insidious peril is insular energy working out to self-exhaustion.

Chronic insularity, with its attending evils, was torn to shreds by the teeth of the printing press. Men no longer plant potatoes year after year on the side hill. Somewhere, a printing press jammed its indignant jaws together and stopped the folly. By that act the press, the potato patch, and the enlightened energy became social factors. There is nothing more vital to society than the printing press that tells men how to work.

In this small volume of lectures we have gathered together the addresses which were delivered before the Forum in Industrial Journalism at New York University during the session of 1914-1915. The purpose of the Forum was to acquaint young men and women of the university world with the opportunities the business press offered for life work. The Department of Journalism of New York University, in coöperation with the New York Trade Press Association, presents this book as the first contribution toward a record of the beginnings and development of industrial journalism in America.

University training for business journalists was first suggested by Mr. Horace M. Swetland. Several years ago he wrote Dean Joseph French Johnson, of the School of Commerce, Accounts and Finance, proposing that the Department of Journalism at New York University institute a lecture course in trade and class journalism. Dean Johnson immediately recognized the service that such a course might accomplish. He turned the matter over to a committee to consult with the New York Trade Press Association, his one stipulation being that if the

course were founded the instructors must be men of practical experience in the field of business publishing. Under the Presidency of Mr. William H. Ukers, the New York Trade Press Association determined to offer preliminary information on the aims and scope of the business press through the Forum in Industrial Journalism.

The Forum was not designed to offer a formal academic course of instruction. There is no attempt here to cover the making and editing of a business journal in all its technical detail. The first step was to inform university students of the possibilities of the industrial field. Very little has been known about these opportunities. Even in the allied fields of journalism there has been a surprising ignorance of the work done by the industrial journals. The Forum purposed to tell young men and women what an industrial journal was, what it did, how it was made, and the chances it supplied for a satisfactory life work.

How well the Forum lecturers accomplished their purpose can be ascertained by a careful reading of these pages. The lectures are inspiring, personal stories of success and constructive work. We have here a handful of pioneer publishers who have made industrial journalism what it is to-day. They have told in a sincere, straightforward manner what they put into their journals to make them of vital service. We of the University have felt especially gratified that we were able to present these men of dominating energy and courage to the student classroom. It is such coöperation as this that gives the modern municipal university its opportunity.

The lectures really need very little introduction. They have explained the purpose and working methods of the business press more clearly than I could hope to do. However, in reading over the papers, I have been impressed with one phase of the work which the industrial journals are doing which, I think, has not been strongly enough emphasized. That phase is the social benefit attained through the reaction of the service done for the industrial life of the nation. I do not mean to suggest that industrial publishing is a philanthropic mental condition. It is much as Mr. Hill has said, not even a profession, but a business, pure and simple. Still, the reaction of honest, constructive business service is always in favor of the social good. It would not be difficult to establish the fact that social welfare rests on nothing so important as honest industrial service. If we grant, then, that this service is being rendered we must not forget as a social body the debt we owe. It is just as vital to the nation's industrial life that the business press have all the privileges of easy and cheap distribution as it is to the world of current events to have second-class newspaper and magazine entry.

In closing this short preface I have been tempted to lift a few quotations from the lectures and place them here for emphasis.

Mr. Ukers' "Standards of Practice" ought to have a page to themselves in this book. Mr. Swetland's "the desire of industrial supremacy may be mentioned as one of the great indirect benefits bequeathed by an industrial publisher to an industry," is splendid. And this from Mr. McGraw: "the time is at hand when the service rendered the reader through the advertising pages (of an industrial journal) ranks with that provided him by the text pages . . . the messages are of immediate value." "Summed up," says Mr. Simmons, "the inside story of success of any trade, technical or class journal lies in the determination to make a paper that will lead the industry to which it is devoted—that will be a motor, not a trailer; that will show men how to build a business and run it economically and efficiently." "It is of the highest significance," says Mr. Root, "that the clientèle of the business press is made up of the industrial and mercantile bone and sinew of the nation." I like Mr. Taylor's: "The trade and technical press stands for the American business man. It believes in his genius, his brain, his honesty, and his integrity; that he is engaged in solving great problems, the solution of which will bring benefit to mankind." I should like to quote some of those remarkable illustrations of the right and wrong way to print which were furnished by Mr. Oswald, but his slides cannot be set in type, unfortunately. And last, I must quote that ringing word of good cheer and welcome to Youth from Mr. Hill. It has so much of Youth in itself. am not one of that vast army who declare that their field is overrun and no good. The technical paper field is good, and needs brains and energy and initiative and hustle, just as much as ever, and the rewards are just as sure, and liable to be larger. ... It always makes me smile to hear a master workman announce that he wouldn't want a son of his to learn his business-I wish I had one that wanted to learn mine. I'm not afraid some bright young man will take my place. I'm afraid he won't."

ALBERT FREDERICK WILSON.

Department of Journalism, New York University.

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# The History and Development of Industrial Journalism

First Lecture in the Forum in Industrial Journalism at the New York University, Feb. 10, 1915

By CHARLES T. ROOT President, The Root Newspaper Association.

I have been asked to open this evening a series of lectures on Industrial Journalism, with some account of the history and development of this branch of newspaperdom. As this is the primary talk, it will naturally include a good deal that is elementary. If, therefore, a part of what I say comes to you as a twice told tale, you will please bear in mind that it is my duty under the assignment given me to begin at the beginning.

I look at Journalism as divided something as follows: The broadest division is into General and Specialized publications. Under the "General" heading come the dailies, the country weeklies and the weekly and monthly magazines. Under the "Specialized" heading fall almost all other periodical publications, including the Fraternal, Propagandist, Scientific, Religious, Agricultural and Business papers. Business papers are again subdivided into those relating to Production, those to Distribution and those to Finance. The terminology employed in discriminating among publications is not very exact, but I assume that by the term Industrial Journalism in the title of the subject which is assigned to me, is intended what in my classification I have called Business Journalism. I prefer to use the latter as being the broader term. Sometimes the whole grand division of Specialized Journalism is lumped under the term, Class Papers, and very frequently the term Class Journals is employed to designate the subdivision which I have called Business Journals, and which again are indiscriminately called Trade Journals; or, if the speaker wishes to be more exact, Trade and Technical Journals. The general distinction between Trade and Technical Journals is that the latter devotes itself mainly to the problems of production

and use, while the former has chiefly to do with those of distribution. In many publications these two fields find treatment side by side, but the general distinction between them holds true. For the purposes of this talk, it will suffice to note this differentiation between these two kinds of business papers and then to treat them as one.

Let me give you a brief sketch of the origin and rise of this branch of publishing. The business paper, that is, broadly speaking, the periodical devoted to the production or distribution, or both, of some class or related classes of merchandise, is the product of a highly evolved commercial system. When transportation and communication were slow and difficult and each community supplied its own wants and formed its own market, there was no need for this adjunct of modern trade. The seed of the business journal, indeed, existed in commerce, but in order that this seed might sprout the ground had first to be plowed by the locomotive and fertilized by the electric telegraph. When the conditions were right it made its appearance.

In order to begin at the beginning, I must ask you to step back with me into the first half of the last century. It was in the year 1846 that two men. William Burroughs, Ir., and Robert Boyd, by name, ventured on a novel experiment: that of launching a weekly paper devoted particularly to the dry goods trade. When the first number of this new periodical appeared under the title "Dry Goods Reporter and Commercial Glance," it established two records at least, and perhaps three—one that the dry goods trade was the first to have its own journalistic mouthpiece in this country, and another that the paper thus founded was long to be the dean of trade papers in America. The possible third record, of which I am not so certain, was that thus was established the first strictly trade paper in the world. I am quite certain that this record will stand unless it should prove that England had witnessed some earlier but unsuccessful experiment in this line. At any rate, Mr. Burroughs' paper is the only trade journal that can boast continuous issues from that ancient period.

By reason of its being the first of its kind, and of its unbroken continuity, it seems natural to take this publication and to trace its career as a type and illustration of the growth of American specialized business journalism. There is another reason for doing this in my own case and that is that I know more about this paper than any other, having been myself connected with it for over twenty-five years. I presume there is no one in this audience who does not know of the proverbial modesty

of newspaper men, and you will all, therefore, appreciate the distress that it must cause me to talk so much about my own affairs. But in the discharge of my duty I feel that I must conquer my shrinking and tell you more about the growth and development of this paper, which is universally acknowledged to be a type and representative of what is best in American business journalism.

I have already stated that the baptismal name of our original trade paper was "Dry Goods Reporter and Commercial Glance." The earliest files of this paper have been lost and were it not for the memory of one of its original employees, dead now these many years, I should not be quite sure of the accuracy of the title, and that for a very curious reason. Some twenty years ago, I learned that there was in the hands of a London dealer in old books and manuscripts a letter of William M. Thackeray, in which the illustrious novelist made reference to this American publication. I immediately purchased the letter, which was apparently addressed to Leigh Hunt, poet and writer, as it begins, "My dear Leigh," and contains the following paragraph: "There is an American paper on the coffee-room table here called the 'Dry Goods Reporter and Commerce Gazette.'" In a previous paragraph the writer admits that he has had a pint of Madeira with his dinner. Under these circumstances the subtitle of the paper may very easily have been misread by those genial spectacles. As Mr. Thackeray also, probably on account of the Madeira, failed to date his letter, we do not know exactly how early an issue of this father of all trade papers had found its slow way by sailing ship to the Glasgow coffee-room table.

The oldest file now existing in the office of the publication is that for 1849, by which time its title, which had previously undergone one or two changes, had become "Dry Goods Reporter and Merchants' Gazette." This file indicates a considerable degree of prosperity. It is, therefore, rather surprising to note how slowly the idea of business journalism spread. In 1856, in which year was published the Newspaper Record, the first list of American newspapers to which I have access, there appeared the names of but three class journals and, of these, two were in the real estate field, so that apparently in the first ten years of the life of the "Economist," the dry goods trade seems to have remained the only one to boast its own special organ. In 1856, the "Iron Age" first saw the light and the examples thus set began to be followed in other lines. Up to 1869, however, when the "American Newspaper Directory" gave the names of about twenty-five non-religious class publications, of which fully half

were devoted either to insurance or real estate, the growth of the trade paper idea was still extremely slow.

But during the next thirty years, the breed increased and multiplied at such a rate that the same directory for 1800 listed nearly eight hundred non-religious class journals having for the purposes of this paper many of the characteristics of trade pub-To find room for this number it has been necessary for the enterprising publishers to make for themselves fields in nearly every gainful occupation, so that now almost every distinguishable line, from the rolling mill and the shipyard to the barber, the stamp collector and the undertaker, has one or more special organs. Pretty nearly the whole ground being occupied, the increase in number of business papers is now very gradual. The statistics for 1914 seem to show a net gain of only twentyfive titles in the last fifteen years. In future years, in obedience to the general tendency toward larger units, this number is likely to remain nearly stationary if, indeed, consolidations and the natural mortality among weak publications do not actually decrease it.

Of course, the value and character of business papers varies very widely at any given time. Moreover their value and character as a class has varied greatly at different periods during the history of the industry. The latter variation has been distinctly in the direction of improvement. A generation ago when I entered this field of work, the average trade paper occupied a position which could only by courtesy be termed important. Its circulation was very moderate, and not always accurately stated. In its editorial room the paste-pot was often mightier than the Its treatment of markets and other trade subjects was both superficial and conventional, while the burning questions, the really vital and sensitive spots in the trade, it touched but gingerly or avoided entirely lest advertising "patronage" held mainly on the tenure of personal favor, should be withdrawn. Its advertising canvass was tinged with apology and involved the consumption of more shoe leather than brain tissue. Its advertising rate was a "movable feast" and as the solicitor, not the paper, commanded the business, the commissions it paid would have been ruinous had the expenses of getting out the publication amounted to anything comparable with those of the present day. The advertisements most desired by the average publisher in those days when the philosophy of advertising was little understood, were those which could be electrotyped and run until the copper was worn thin on the block to save the expense of composition, and this kind of cast-iron advertising was the kind most

readily obtained because the advertiser was frequently simply yielding to importunity or acting on the vague idea that he ought to do some advertising while not having the faintest notion as to how it ought to be done. It is high testimony to the value of advertising as well as to the vitality of the specialized trade paper idea, that even this rudimentary publicity served to bring seller and buyer together to a recognized extent and that the papers themselves as a class, despite their incompleteness, held on and grew. These remarks apply to the rank and file without much pretension to leadership. Then as now, there was "room at the top" filled by a few prominent and efficient business papers. On the whole I presume that the business press of 1870, like that of 1915, was about as good as the respective industries catered to would appreciate and support.

The actual contrast of the business press at the two epochs is, however, very marked. Whether regarded from the editorial, reportorial or mechanical standpoint, the best practice of American trade journalism to-day outclasses anything ever before shown in this country or anything ever accomplished in Europe. Our typical high-class trade paper to-day, instead of being comparatively cheaply edited, commands, and to hold its place must command, the best class of brains and talent to be found in the industry or business which it represents, and it employs such talent not only for the general editorial and statistical work, but for handling and assisting to solve the new and ever-changing problems which confront its readers. Unlike the daily, which is supposed to cover everything under the sun and not necessarily to know anything for sure, the successful business paper confines itself mainly within the narrow limits of certain closely related industries, but within those limits it is supposed to know precisely what it is talking about. The general or unspecialized paper is like a charge of small shot scattering over all creation. The trade paper is more like the rifle ball, which, while it can strike but a small spot, is supposed to go through from side to side. For that reason the business paper has got to be edited by people experienced and successful in the trades addressed, and to get such people it has to compete with the large houses in its clientèle, who are always seeking the same class of talent. This one development, viz.: the increasing demand upon the business paper on its editorial side, has raised the cost of this work many fold during the last quarter of a century. For example, the information, instruction, suggestion and direction which is given to its subscribers by the editorial department of the "Dry Goods Economist," cost that paper about \$80,000 a year,

and I could probably name half a dozen leading journals in other fields whose editorial expenses are comparable to these.

With such a brain equipment, a high-class business paper can command the attention and respect of its limited and homogeneous audience and can and must talk to this audience, not timidly and with a mere desire to please, but with authority, bestowing counsel, caution and criticism with fearless candor. I may mention that when this aggressive and independent policy began to characterize the high-class trade papers, the trades involved didn't know what to make of it and were sometimes inclined to resent the criticisms offered. I remember that during the nineties the "Dry Goods Economist" was served with a considerable number of libel suits, claiming aggregate damages of some \$400,000, none of which suits arose out of any expression of spite or personal enmity, but all were caused by the paper's unsparing criticism of business methods which it considered questionable. I may add that the total damages assessed in all these libel suits amounted to just six cents. As the trades have become accustomed to the independent and even critical habit of their business papers, they have become less inclined to resent frank expressions of criticism or blame which a generation ago might have made them send for their lawvers.

The high-class modern trade paper is not merely better edited than it used to be, it is thoroughly departmented. Without entering too much into detail, let me sketch the general organization of a first class trade or technical newspaper office. Of the editorial end I have already said enough to indicate its character.

The advertising department is headed and manned by the brightest and best-posted men in the affairs of the trade or industry served, that can be secured. The chief job of this department is no longer what it used to be, namely, to get the contract for space. It is to make good on that contract and prove to the advertiser that there is no more economical and efficient method of obtaining distribution of his merchandise than the business journal affords. To secure this result the large trade or technical paper of to-day maintains a service staff of men or women or both, who are not merely proficient in advertisement writing, but familiar with the merchandise, methods and personnel of the trade or industry served. This Service department often includes a complete Art department to insure the effective illustration of advertising embodying the indispensable technical accuracy of drawing.

The subscription department is carried on with persistence and energy, but not as of old with price-cutting and irrelevant

inducements of one kind or another. The size and costliness of the big trade journal—always in excess of the subscription price—take away all temptation from the publisher to force its circulation among persons or concerns who do not need or will not make practical use of it. This fact, together with the governmental exclusion of given-away circulation from second-class mail, make for the cleanness and hundred-per-centness of business paper circulation.

A word about trade journal circulations may not be inappropriate in this connection. Many people who know the high reputation of some trade paper, who have observed its imposing size and noted the respect with which its statements and statistics are quoted are astonished to learn that its edition compared with the circulation figures given out by some of the dailies or magazines, is seemingly insignificant. "What," they say, "only 15,000 subscribers? We supposed it had 150,000 at least." Such people overlook the fact that while each copy of a daily or magazine is aimed at a single individual reading or purchasing capacity, each copy of the trade paper is addressed to a purchasing capacity of many hundreds or many thousands. It is a good big trade which can absorb 15,000 copies of its trade paper; a trade with a buying capacity which is almost incalculable.

The typographic and general mechanical department speaks for itself in such papers as these examples of a few leading publications which I have here this evening. The office and accounting department is that of any large and widely ramified business. There is much to be seen in a trade journal establishment, which would surprise as well as interest the visitor—and such visitors are always welcome—who is not aware of the proportions of this branch of newspaperdom.

Some notion of these proportions may be inferred from a few concrete facts in illustration. There are a number of business papers each of which has on its pay-roll, entirely apart from the printing and other mechanical staffs, from 150 to 175 men and women. One business paper organization held a convention of its own staffs a few years ago, which gathered 250 people from all over the country, filled three busy days with consultation, discussion and inspiration, and then scattered back to work with renewed intelligence and enthusiasm. This convention cost the stockholders \$10,000, which was considered money well spent. Another such organization, one of the greatest in the world, has just completed and occupied a new business home in New York City, in a twelve-story building, costing, with its site, something over a million and a quarter of dollars.

Returning once more to the history of the "Dry Goods Economist," in the tracing of which I believe I am giving a typical example of the best development of business journalism, I would divide this history into three periods. The first period extends from 1846 to 1852. In this latter year its proprietors, becoming ambitious to publish an authoritative financial journal, changed the shape of the publication to one modeled upon the "London Economist" and gave their paper a rebirth under the sonorous title of "United States Economist and Dry Goods Reporter." This event marked the beginning of the second period of this journal, a period covering over thirty years, and ending with the transfer of the property to the hands of the present management. Quite a little of retrospective interest to publishers might be told of this first period, but it would mostly be shop talk and hardly appropriate to this occasion. I will, therefore, pass it by with a brief characterization. The journalistic methods followed throughout this period corresponded roughly to those then and since largely employed by American farmers and known as "extensive" agriculture, in contrast with the "intensive" agriculture now gradually coming into use. The "extensive" plan means planting a large area with little preparation or cultivation and obtaining a sparse crop. The "intensive" plan is, of course, the reverse. The paper with the long name, while having dry goods for its principal topic, purported also to cover finance, commerce, transportation and insurance, to which modest list, religion was added later. Against the specialized competition of the present day, such a paper as that would last about as long as the proverbial snowball in the unpleasant hereafter. But in those times the paper had no real opposition and it flourished. It was stanchly loval throughout the war and partly perhaps for this reason, it made during the years that followed, say from 1865 to 1874, what were then considered exceptional profits.

From this point on, however, it began to decline. Times changed. The paper did not change. Its trade, the dry goods trade, growing by leaps and bounds, called for exclusive and more intelligent treatment. The paper showed no initiative, but remained stereotyped in an outgrown routine. The industry, which it should have led, caught up with it, passed it and by 1888 had left it far behind. This was the close of the paper's second period. The third period, which reaches to the present time, began when myself and associates took over what was left of this property and started in to rebuild it on an up-to-date foundation. The task which con-

fronted the new management was no less than that of bringing about a resurrection; for the bones were very dry that were to be clothed with flesh and blood and to have breathed into them the breath of life. First of all, intensive methods had to be introduced to replace the scattering policy which had conducted the old paper to the verge of the grave. All subjects extraneous to dry goods were stricken from its heading. The long straggling title was telescoped into three words, "Dry Goods Economist," the paper itself, which for years had been the biggest broadside sheet printed in this country, needing a good big room to open it up in, was gradually reduced to the then standard quarto size and its mechanical appearance worked up to the average good practice of the day. Far more important, however, than all these external improvements were the radical changes in editorial policy which took place during the first two years, and which were imperatively necessary if the paper was to catch step again with the trade which had practically slipped away from it. Without this change, indeed, all minor betterments would have been in vain.

During the first two periods the paper had been conducted almost exclusively in the interest of the wholesale division of It looked to the manufacturer, the importer, the commission house and the jobber for everything; for news, for prices, for opinions, for subscriptions and for advertising. The retailer was known to exist and that was about all. Neither he nor his interests were a factor under the old régime. In the beginning, this position was the logical one for such a publication, for previous to about 1870 the manufacturer and the importer dominated the situation. Whatever the manufacturer produced, and whatever the importer imported, the retailer received meekly and did the best he could with them; but imperceptibly the situation began to change. The scepter of power gradually passed from the wholesaler to the retailer, until within a comparatively few years their relative positions were exactly reversed, and what the American retailer demanded the manufacturers not only of this country, but all others, sedulously sought to produce. This change in the relative weight of the wholesaler and the retailer has come to pass in many trades, but in none other probably is it so conspicuous as in dry goods and department store merchandise. This radical transformation the old management had failed to recognize, but it was promptly forced upon the attention of the new proprietors and the "Economist" was turned squarely around with its face to the retail merchant.

This alteration in the position of trade forces is the basis of some of the most important changes and developments that have taken place in business journalism. The keen publisher of every trade paper, as distinguished from the technical paper, in other words, the paper whose topic is distribution, has discovered that his most influential as well as his most numerous clients are the ultimate distributers, and he shapes his course accordingly. The management of the "Economist" during its third period have never lost sight of this fundamental fact. They were among the earliest to see in the dry goods retailer the Atlas, whose shoulders support the whole textile world and in his store the Rome to which all dry goods roads lead. They, therefore, cast the lot of the new "Economist" in with the retailer and sought to make of it at once his ally, his advocate and the medium of his expression. Such, in outline, were the means taken to bring the dignified old journal, lagging quietly along in the rear of the dry goods procession, up into the van once more among the leaders of the industry.

This is a typical experience of high-class trade papers. Of the high-class technical papers, the experience is probably parallel. Many of them have to do with industries in which the manufacturer is his own ultimate distributer. In those cases, as, for example, where the first buyer of a machine is also its consumer, it is he to whom the chief appeal of the paper must be made.

Time would fail me to trace, in detail, the development of business editing since business journals began to appear. Perhaps a single example from our own records will sufficiently indicate the gulf which separates the past and the present. Every line of the old "Dry Goods Reporter" was dignified and stately. At the comparatively free and easy colloquialism with which we now write the paper, our revered predecessors would have stiffened with horror, and a lapse into slang would have shocked them out of all propriety. On the other hand, if we, in this year of grace, were to indulge in the "fine writing" which was their constant aim and study, I fear the small boys of the dry goods district would be tempted to throw bricks at us in the street. Think on our probable fate if we were to commence an editorial on manufacturing with observations like these, which are taken from the earliest undefaced issue of the "Dry Goods" Reporter," in 1849, that we have in our possession:

> "Many think that all which is necessary to success in this pursuit is an unfailing supply of water with a fall sufficient to turn a large wheel or a steam engine with a

sufficiency of fuel. Consequently we see the leaping rivulets all over the country turned into artificial channels and put to servile labor; or the iron horse whose course we so much admire as he snorts and foams along his narrow track, sans most his rocking limbs, is 'cabined, cribbed, confined' to perform the same drudgery. Have those who thus dash at once into this intricate path, bent upon producing something for the world's use or wear, any just idea of the magnitude or real difficulties of the undertaking? The reckless course, the bitter disappointment of many of them answer this in the negative, and we think it no exaggeration to say that fully one-half of those who engage in this pursuit have either no definite aim or are totally unfit to accomplish it."

This is simply the 1849 method of saying that many "dubs" fail as manufacturers.

Any kind of a talk about newspapers of any kind which ignored the subject of advertising would be like the play of Hamlet with the part of the melancholy Dane omitted. Advertising is one thread upon which all modern periodical publishing is strung. I remember once being asked to read a paper on "Trade Journalism and its Relation to Advertising" and I started in as follows: "A trade journal and advertising are every sort of relation to each other, father and child, husband and wife, brother, sister, grandmother and cousin. I guess they may be said to be connected by every tie known to consanguinity or marriage." This was said a good many years ago, and I stand by it to-day. The same statement is true of almost every other branch of publishing, but perhaps in no other is it so emphatically true as of business papers; and this for the reason that in trade papers advertising is not an extraneous thing, separate and apart from the publication itself, as in the case of the daily or the magazine, but is an integral part of the paper, and necessary to obtaining and keeping a subscription list. The reader of a daily or a religious paper would hardly notice a scarcity or even an entire lack of advertising, because he is looking only for what the writers of the paper have to say. But a dealer who takes a shoe or a drug or a hardware paper, for example, if he were to find in it little or no advertising, would infallibly register a protest at once on the ground that he was failing to get a considerable part of the information and instruction for which he was paving.

In the upward progress of the business paper its advertising

has developed and strengthened quite as much as its editorial work, and if it has grown greatly in amount it has grown even more greatly as a factor in business. I can only indicate in the briefest manner the general change which has come over trade paper advertising. In the old days of the "Dry Goods Reporter," before it had, like Saul of Tarsus, seen a great light and taken a new name and a new attitude toward its life work. the advertising which it carried was for the most part as stilted and as weak as the editorial style of which I have quoted a sample. Most of the wholesalers of that old day had no intelligent purpose or plan of publicity, but being pushed up to the point of advertising by external or internal pressure, proceeded at once to what they considered the only important part of the transaction, viz., to buy as little space as they could get off for, for the lowest possible price. This being accomplished it mattered little what was put into space so long as staid dignity was maintained and nothing said which a sharp buyer would be interested to hear. I well remember an experience in illustration of this ancient frame of mind which I had when soliciting business down in the dry goods district about twenty-five years ago. A large and respected customer of mine had a lot of stuff that was specially good value for the price, just the sort of thing to attract buyers and help to sell his regular merchandise. He also had some space to use on a contract with us, and I naturally pounced on this lot of goods as just the thing to make a drawing advertisement, but the merchant was horrified at the idea. "What," said he, "put that in the paper and let everybody else know just what I've got?" He was willing to put in his business card, but insisted that he must not reveal any secrets as to what particular articles he had on hand.

Talleyrand, I believe it was, expressed the opinion that language is primarily a means of concealing thought, and so my old friend and other merchants of his ilk seemed to regard advertising as mainly useful for a similar purpose. The reluctance with which they abandoned the old-fashioned reticence so out of keeping with the spirit of this age of publicity was one of the great stumbling blocks in the path of progressive trade journals. For a long time it kept them at the task of making bricks without straw, of trying to demonstrate their usefulness and to produce results with passive or so called "directory" advertising, which served simply to inform the seeker after goods instead of with the active aggressive advertising, which awakens and tempts buyers and makes customers out of casual readers. It was really a curious phenomenon, not easy to ex-

plain in the face of the object lesson which even then was freely furnished by retailers who, in their advertising, showed the opposite policy and achieved their great success through taking the whole world into their confidence in every detail of their business. Reticence in regard to anything that a possible buyer might want to know was long ago discarded by the retailer, and I cannot tell why it took the wholesaler so long to see that his problem did not differ in principle. The art of advertising, as I apprehend it, consists essentially in talking to a hundred or a hundred thousand buyers with as nearly as possible the same force and freedom that the advertiser would display in talking to a single buyer in his own office. The reticence of the manufacturer and wholesaler was, however, gradually broken down and with a higher and more appreciative attitude toward trade paper advertising on their part, this advertising improved in its art and its psychology and in its drawing power, until now the best advertising in the best business papers is perhaps the best advertising now done in the world.

I have referred to advertising as the cord on which pretty much all publishing is strung and that is quite correct. But let us change the metaphor and call it one of the two principal foundation stones on which all our periodical publications are built. The other foundation stone is the second-class postal law. This law, passed by Congress in 1879 and amended in 1885, by reducing the rate of postage on newspapers and periodicals to one cent per pound, gave to American newspaper publishing the greatest impulse which it ever received.

Note the relation of these two foundation stones to the structure which rests upon them. Without the cheap, efficient and prompt distribution granted to papers by this postal law, the dissemination of the business press would probably never have reached its large and influential proportions. The cost of circulation under ordinary postage rates or through any other agency than the Post Office, would certainly not only have stunted the size of trade and technical newspapers, but would have made it necessary to charge a subscription rate so much higher as to Restricted editions would have been so restrict the editions. much less attractive as advertising mediums that the amount of advertising carried would have been meager in comparison with the volume which now renders the trade and technical press by far the favorite means of communication between the sources of supply and the ultimate distributer or the user. How well these two, cheap postage and advertising, have cooperated to the service and benefit of the business community, who are the subscribers, may be seen from this fact: the cost of business papers to their readers has not risen in common with most other commodities, but has remained stationary or tended to decrease, while the size, quality and value of the papers have steadily increased.

To illustrate with the example of the "Dry Goods Economist," the price of the paper, at its inception in 1846, was five dollars a year and its price in 1915 is the same. I do not assert that the paper was not worth its price in the beginning, but I can safely say that it is worth to its reader now at least ten times as much as it was then. That this greatly enhanced value is still obtainable at the same price is due entirely to the two causes mentioned, the cheap postage and the paid-for advertising. Keen competition has compelled the publishers of the business newspapers, and of most other periodicals for that matter, to pass along to their subscribers every saving like that of cheap postage which they are able to make. The American public has become educated to receiving its reading matter at a cost which does not cover the mechanical expense of production. There is, therefore, a wide gap between this cost and the subscription receipts of almost every newspaper and the only way in which this gap can be bridged is by using receipts from advertising.

It will thus be seen that advertising has not only the function of informing and giving profitable suggestion to subscribers, but of paying most of the cost of the continual and expensive improvements in the paper itself, so that the latter may be sold to the subscriber at a nominal figure. This important function of advertising seems not to be generally recognized. I have on a good many occasions appeared before Congressional committees having under consideration proposals for repealing the secondclass postal law and replacing it with one imposing a rate of postage which would compel publishers to increase subscription prices largely or to go out of business. I have on such occasions found an almost immovable conviction among Congressmen that, subscribers having paid for the cost of the paper, the advertising carried is clear profit to the publisher, and of such dimensions that he ought willingly to pay double or quadruple rates of postage. Nor do I think my best efforts ever succeeded in conveying to the minds of our Federal legislators that it takes not only the cheap postage, but nearly all the advertising income of any liberally conducted business newspaper, to provide the business community with their absolutely indispensable newspapers at a price within the means of the humblest merchant or mechanic.

Let us now consider briefly the functions of the trade and technical newspapers. I will premise by saying that as business is adjusted to-day, it is safe to assert that were it possible to suddenly wipe out the business press of this country, the progress of our industry, commerce, finance and transportation would receive an abrupt check, which would not be removed until means were found to restore this essential factor, or to discover some substitute for it. In illustration of this vital connection between the business paper and the interests with which it is allied, let me once more refer to the position and activities of the "Dry Goods Economist." For the last quarter of a century this paper has been getting closer and closer to its trade till it has actually become one with it. The "Economist" to-day and for years past has not rested on the dry goods trade or beside it; it has been welded into it, or to state the fact a little differently, the blood of the whole dry goods body courses through its veins. This result has been accomplished through persistent adherence to a single idea—that of Service.

Now service is a short word, but it stands for a very comprehensive policy. Let me mention some of its important factors. The furnishing of information is, of course, one of them; information carefully gathered, weighed and explained, information in regard to merchandise of nearly fifty different departments. In service to the subscriber there must also be instruction for that large class of merchandisers who are still in the primary grades and this instruction must be given line upon line and precept upon precept. How thoroughly the paper has fulfilled this condition of service may be judged from the freely admitted fact that the "Dry Goods Economist" has done more than any other single factor to raise, during the last twenty years, the level of mercantile practice in its trade throughout the country to a higher and more uniform level.

Another element of service which is rather peculiar to the "Dry Goods Economist" is that of prophecy. In no other trade in the world does the quickly shifting element of fashion play so commercial a rôle as in dry goods. The correct gauging of the coming fashion changes and the adjustments of buying thereto practically means the difference between loss and profit to almost every dry goods concern. The "Economist" has here, therefore, a rôle somewhat analogous to that of the Government weather bureau. It is obliged by the position of leadership which it has assumed to constantly maintain observers upon all the fashion watch-towers of the world, to catch the earliest indication of the probable trend of fashions for at least

one year ahead; and it carries the heavy responsibility of announcing discoveries and forecasts which affect the purchase of millions of dollars' worth of merchandise and aid in the formation of the decisions of hundreds of thousands of women as to their selection of articles of dress for the coming season.

Another development by this paper of the function of instruction is the establishment of a school for young men in the art of window trimming and the technique of advertising and salesmanship. The graduates of this institution, which is known as the Economist Training School, are much in demand and some hundreds of them are occupying positions with good concerns all over the United States. Still another such development has been the formation by the paper of a subsidiary company, which acts as the intimate personal business counselor and advertising and sales suggestor to many hundreds of retail dry goods concerns scattered through all the states of the Union.

The last and perhaps the most important function of the typical business newspaper is leadership, which carries with it the duty to fearlessly rebuke abuses as well as to point to higher methods and standards. The "Dry Goods Economist," for example, has dared to step out of and beyond the old accepted activities of a trade journal and to take an active part in the business of those who look to it. It originates and it advises. It will tell a merchant how to build or remodel his store and how to arrange his stock therein. It will even furnish him working plans that will enable him to carry out the scheme suggested. It will help him find the leak or sickness in a drooping department and offer him a plan to remedy it. It will remodel his accounting for him. It will advise him for or against the introduction of a new department. It will counsel him in regard to the management of his insurance or in regard to accepting or rejecting a form of contract. Directly or through its subsidiaries it will help him to increase the efficiency of his local advertising and it will do many other things for him heretofore considered wholly foreign to the scope of a newspaper.

How practical and efficient this broad service is, is shown by several applications which the paper has received from ingenuous merchants in distant localities, for a price at which the publisher would agree to let each of them be the only subscriber to the "Dry Goods Economist" in his town in order that his competitors might lack the advantages of its guidance.

The high-class business paper exercises a function of equal importance towards its advertisers. It must and does, not only as a matter of duty towards its customer, but also as a matter of self-protection, seek to educate its clients in broad and efficient methods of publicity. It must and does, therefore, do more than furnish space for the announcements of those desiring them. It must and does formulate and execute broad plans of publicity for its customers, plans which its intimate knowledge of the business of the individual customer and the whole trade best fits it to do; and in this work it employs every tool or means which it knows to be efficient and economical for the special purpose in view, and rejects every means and medium which is wasteful or inappropriate, even though its use might bring much more profit to itself or to some intermediary.

These forms of extra effort for the benefit of the subscriber and the advertiser respectively, constitute what is now quite generally termed "Special Service"; a term and a practice which so far as the business press is concerned was originated in the office of the "Dry Goods Economist" and by its present President. This closes my specific references to that paper. I do not feel it necessary to apologize for the frequent occurrence of its name and methods, but I wish to explain once more that this was only because that is the paper I know best, and because its history and character lend themselves well to the purposes of this talk. Had I equal familiarity with others of the dozen peers of the "Dry Goods Economist" among the business press, I would gladly have drawn my illustration from their experience.

I have now given some facts pertaining to the origin and history of the business press together with its functions in relation to its subscribers and its advertisers. It remains for me to speak briefly of the present status of this splendid grand division of journalism. Trade and technical newspapers have reached their present position in spite of obstacles which have impeded, but could not prevent their growth toward their rightful stature and standing. The chief of these obstacles—the one which practically includes them all—has been Ignorance. Now, there are some enterprises in this world which thrive on ignorance. The less people know about their inside workings the better for the enterprises. Business publishing is not in this class. For many years one of the chief labors of the editor and publisher in this field has been to make the people who ought to be in close and constant touch with them, understand the aims, the methods, the equipment and the possibilities of the paper under their charge. But it has been slow work. The should-be subscriber has, because uninformed too often, decided that \$2.00 or \$3.00 or \$5.00 a year was too much to spend when, if he had realized the potential profit he was rejecting, he would readily have paid \$50.00 rather than miss it. The should-be advertiser too often, dazzled perhaps by an ambitious programme of general publicity urged upon him, and unaware of the special knowledge of his peculiar problems possessed by his trade or technical paper, has turned his back upon his natural, most economical and most efficient advertising counselor and executant. The large advertising agency, dependent for success upon heavy appropriations, has too often, simply from lack of information, ignored the trade or technical paper whose coöperation would often save both agency and client from a disastrous cam-The Federal Legislature has under misapprehension attacked and harassed the business press in its relations with the Post Office. But happily the persistence of the publishers and the insistence of practical experience have made heavy inroads upon this deadening ignorance, and all classes concerned are coming more and more to comprehend and to respect the business newspapers and the service which they render to the whole commerce of the nation.

I do not wish to trespass upon the ground which will be occupied by the eminent class journalists who are scheduled to follow me in this series of lectures, but I feel justified in adding, in conclusion, something about the future.

There are now, and probably will always be, two kinds of papers in every business class, those with actual independence and those without it. Just as there are canal boats that drift with the stream or have to be towed, so there are periodicals which keep to the line of least resistance; and just as there are steamships which have not to rely on wind or current, so there are papers which carry deep down in their hulls their own motive power, which when they feel that the wind is adverse. or the current going the wrong way, do not hesitate to get up steam and sail against them. It is to the latter class that the future belongs. And in my humble judgment they have an ever-widening opportunity before them. In the first place the strong trade or technical paper stands firmly on the ground in which are the roads of business; this largely accounts for the way in which such papers are weathering the present period of depression, their loss of business being but a fraction of that which has befallen most of the large periodicals of general cir-Then, too, the business paper fulfills the imperative modern demand for specialization. The more homogeneous its field the more intense its cultivation and the more secure its possession. Again the business paper is directed straight at the pocket, which has been designated as the business man's most

sensitive organ, the touching of which always secures his most concentrated attention. It is also of the highest significance that the clientèle of the business press is made up of the industrial and mercantile bone and sinew of the nation, the men of affairs, of capital and enterprise, of power and standing in all communities. The subscribers of the high-class industrial commercial and financial papers are the substantial people, who can influence opinion and bring things to pass. This fact is one secret of the strength of the business journals, but it also suggests a responsibility resting upon them, which they are beginning to recognize.

There is probably nothing in the way of current printed matter which the business man reads with more attention or more credence than his chosen business paper. He feels it to be not only intelligent and accurate but non-partisan and free from any secret influence. The earned confidence of such men is a talent intrusted to the business press. Should it be kept hidden in a napkin or should it be used for the good of the country? Should our important business journals keep strictly within the technical limits of their respective trade topics or should they help toward the success of desirable measures of wider scope by their conservative presentation of relevant facts to the very important audience whose ear they hold?

Each paper will, of course, answer this question for itself; but it seems probable to me that just as the business paper in its evolution has successively assumed new and more important functions, so its further progress will lead it to take its part, not only in developing trade and seeking to elevate business standards and methods, but in working to advance the broadest interests of our country.

## Business Press Opportunities

Second Lecture in the Forum in Industrial Journalism at the New York University, Feb. 24, 1915

### By E. A. SIMMONS

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Before discussing opportunities, let us just define the term, "Business Press."

"Business Press," as a collective noun, means those papers which have to do with business life, as differentiated from publications that deal with the home and home life, religion, fiction and other topics of universal interest. It is a modern substitute for "trade papers," a term which, when used broadly, was meant to include not only strictly trade papers; but also those more correctly known as "technical" and "class" publications. I do not know the origin of the new term; but it was undoubtedly coined to harmonize the persistent rebellion of publishers of the thirty-third degree technical papers and "high-brow" class papers against a forced association with the mongrel trade papers. In any event, it seems to have been a happy solution, since the lions and lambs are now bunking together in a most contented spirit.

Business papers, therefore, are divided into three general subdivisions—trade, technical and class.

A trade paper is one which deals with common commodities, such as dry goods; tea, coffee and spices; boots and shoes; hardware; furniture; and it shows the wholesaler, jobber and retailer how and when to do business. The trade paper is of no direct interest to the ultimate consumer.

A technical paper is one which deals with the practical part of a science, profession or art—electricity; engineering; machinery; sculpture. Although its contents are largely highly technical and therefore of no direct interest to the public, as such, it is a so-called "consumer medium," since most of its audience buy from the manufacturer direct.

A class paper is one which deals with things that interest alike the manufacturer, the retailer and the general public—for example, pleasure automobiles (and Fords). In this field, the automobile manufacturer wants his agents, and prospective agents; garage owners and mechanics; owners and chauffeurs, present and future, to know how his car is built and why it is better than some other car of like class; and the same is true of the makers of carburetors, magnetos and other patented devices that go on the car. Of the business papers, the class journal is perhaps hardest to handle editorially, especially when mechanics are involved. The language is liable to be higher than the heads of a lot of possible customers, thus making it impossible to get the maximum amount of circulation and advertising.

Now that you are able to differentiate between the three general classes of business papers, I will take you through the several departments necessary to make and market those papers; not, however, to show you organization—I will leave that to my friend Mr. John Clyde Oswald, of the "American Printer," who is scheduled to talk to you on May 19; but, rather, to point out the opportunities for livelihood and honor that lurk around each and every desk in the industry.

First, let us bear in mind that all papers are divided into two departments—business and editorial. With the smaller publications, the division may be only theoretical; but it is nevertheless there.

Generally, beyond a certain point, work in the business department is more remunerative, pecuniarily, than in the editorial department. And it is almost equally true that temperament, which frequently determines, in early life, our course of study and mode of living, is the ultimate unit which causes the employer to select one office boy for the editorial department and another for the business department. You seldom run across a good editor who would make a good business manager; and the reverse is equally true.

As you who are studying here are beyond the office boy stage, I will pass his desk and start a little higher.

For the first few steps, and in some of the higher positions, one who is fitted for a given job in the office of a trade paper would succeed as well in a like position with a technical or a class journal. For instance, take any clerical desk in the circulation department; or in the accounting room; or the desk at which the advertising pages are dummied. And in the editorial department, it requires only common sense and alertness to read

and clip exchanges. In the higher positions, a circulation manager might win fame with a technical paper and then give equal satisfaction to the publisher of some trade or class paper. But beyond our imaginary line, especially in the editorial department, desks in the three classes of papers are not readily interchangeable.

Every paper of any respectable size published weekly, or more frequently than once a week, maintains a news department; and the higher the caliber of the publication, the more exacting is the work. Here, as with the daily newspapers, one must have a nose for news, either natural or acquired; but there is a big difference between the daily newspaper office and the office of a trade, technical or class journal in the attention given to the news after it has been scented. With the former, time and a clamoring public are too often the governing factors; whereas in our offices accuracy is the first essential. Therefore, if you want to climb up the editorial ladder through the news department, first learn to distinguish between news and history; between fact and gossip. Then, if your goal is a trade paper, learn all you can about commercial products and commercial conditions. If a technical paper, study especially manufacturing and transportation. If a class paper, include all four.

Beyond this, you must expand along a given line of endeavor. On a trade paper, and on some class journals, it would be possible to reach the highest rung with no more fundamental training than I have outlined; because you would naturally acquire, as you progressed, more specific knowledge of the minute subdivisions of commercial geography. With a technical paper, however, and with class papers which deal with engineering subjects, you would go only just so far; and increased pay would be earned only through length of service.

Aside from those at the head of the editorial staff of a few large daily newspapers, no editors are more highly paid than are those connected with the important technical journals of this country. But the schooling of the technical editor is harder; and the first part of the road over which he must travel is as rough as with either the trade or class journal. Usually, he must have graduated from some college with an engineering course—mechanical, civil, electrical or mining. Sometimes he is then put at work in the editorial department at twelve or fifteen dollars a week; but frequently, perhaps more frequently, he must serve an apprenticeship at the bench; or in building bridges and tunnels or laying track; or in getting out coal and other products of the mine. Thus equipped, he is much better

fitted to discuss, with authority, the exacting subjects with which the highly specialized technical paper must deal; and his progress is usually faster, and greater, than that of the college man who went straight to a desk. Only in the hard school of actual experience, therefore, is it possible for some men to fit themselves for the editorial chair.

I might say, right here, parenthetically, that of the fourteen editors of the "Railway Age Gazette," eleven graduated from nine different universities and colleges and eight of them have had practical experience in railway work. On the other hand, the editor-in-chief, after graduating from high school, began his business career by setting type for a country newspaper and came to us in 1907, from the Chicago "Tribune," where he was railway editor and an editorial writer. He is the highest paid technical paper editor in the country and is at the head of the largest editorial staff of any one technical journal in the world; yet he knows little about any branch of engineering. He depends upon his staff of specialists to keep him out of trouble on that score; but he does know transportation. His recent books, "Current Railway Problems"; "The American Transportation Question"; and "Government Ownership of Railways," are recognized as authoritative. Incidentally, he studied law, after hours, and was recently admitted to the Chicago bar.

The editorial ladder is straight. That is, if you start at the bottom, the climb to the top is steady; and, because it is funnelshaped, there is usually a scramble at the base and intense rivalry as the mass nears the mouth. Fitness determines the winner; and the rest continue to march forward, either singly, in pairs, or three or more abreast, according to the size of the staff. In other words, in a small organization, the column soon narrows down to single file; whereas with the larger papers, especially those classed as technical, the single file represents specialists, any one of whom might be editorship timber; while the rank and file work together in compound units, a given number to each sub-division. For instance, of the fourteen members of the editorial staff of the "Railway Age Gazette" with the title of associate editor, or higher, there is one editor, himself a specialist, as I have already indicated; and one Managing Editor who was, prior to his promotion, chief mechanical department editor. The other twelve are divided as follows: Finance, one; traffic, one; mechanical engineering, three; civil engineering, three; news and miscellaneous, four. Of the fourteen, at least six know how to make up the editorial pages of

the paper. Except in the news department, few of them stay at their desks for any considerable time at a stretch. We believe in the policy of keeping our editors out in the field where they can see things at first hand; and in railway work this means that they must travel from coast to coast. The day has long since passed when the editors of a high-class technical journal can sit on their chairs and turn out a paper that will properly fill the field.

In remarking that you had all passed the office boy stage, I naturally assumed that you had mastered, to a reasonable degree, the art of writing good English; that you had given enough hours to arithmetic to get at least part way through the higher mathematics. These two things, especially the former, are basic. At any rate, whether or not I was too hasty, try to perfect your writing by using, in so far as one can, good old Anglo-Saxon words—words of one syllable. How much sweeter is "build," than "construct"; or "manufacture." And why say "donate," or "tender," when you mean "give"? Colonel Prout, the greatest technical paper editor of his day, always carried in his pocket a prayer-book of the Protestant Episcopal Church; not that he was a churchman, but because he was a constant reader of the "Book of Common Prayer," a model for simple language.

Now, let us step over into the business department, where the atmosphere is quite different. A good education, preferably that equal to a high school course, is the first essential. Once started, the progressive youth will lose no time in finding the path along which he can travel upward in the shortest possible time; and will then grasp every chance to help himself; including attending night school and university courses, and the business lectures devoted to those subjects that he knows he must master if he is to get anywhere.

The composite business department of a business paper is divided into five general parts:

- 1—Executive
- 2—Accounting
- 3—Advertising
- 4—Circulation
- 5-General Clerical Force

For those papers that own and operate printing plants, another division should be added; and a second addition should be made for those which have a book department.

The Executive branch really narrows down to one opportunity—the presidential chair. The other officers are usually specialists. There may be one vice-president in direct charge of the advertising force; while another may give all of his time to managing the office and harmonizing the work of the branch office or offices. The secretary might be also the senior advertising solicitor; or, in a smaller organization, he might be responsible for making up the advertising pages of the paper, hiring employees and supervising the office generally. The treasurership is usually a hyphenated office; and the title is seldom more than a convenience for signing checks. His reports are usually written by the president.

The one mark in the Executive Department at which to shoot is, therefore, the office of president. And of the several heads of trade, technical and class papers with whom I am acquainted, each and every one began his business life at the bottom, although not always as a publisher. I do not know just how much any one of them is worth, in dollars and cents; but I could name four, each of whom has nearly, if not quite, touched the million-dollar mark.

I am not a member of that quartet; but I have been urged to tell you how I squeezed through some narrow cracks, in the hope that it will give you a picture that you can keep before your mental vision as a ready reference when in doubt about that great word "opportunity." Also, it will show you exactly the kind of ladder one person used in his climb.

Nearly twenty-six years ago I was forced to leave public school, just as I been promoted to the graduating class, to help support my mother. The height of my ambition had been that of a salesman in a dry goods store—probably because for some years I had earned fifty cents on Saturdays as a cash boy in a small store near my home. At any rate, armed with a letter from my Sunday School teacher and one from a kind old lady friend of the family who knew one of the partners, I got a job at a bargain counter in A. D. Matthews' Sons' department store, in Brooklyn. I worked from eight to six, with a half-hour for lunch; sold more goods in a day than the head salesman of the department; and got \$1.50 a week—provided I passed the time clerk before the stroke of eight. Some six months later I was offered a job at five dollars a week, at reading exchanges for what is now the "Railway Age Gazette." As I was then getting but half that sum, I jumped at the chance; but it is the only time in my life that I ever allowed dollars and cents to sway me in my efforts to advance.

In reading and clipping newspapers I came in direct touch with the news editor, Robert W. Martin—now a partner in one of the large down-town banking institutions. After some months he took me more closely under his wing. First, I mailed out clippings for confirmation and amplification. Then I was given a chance to edit clippings that he knew were right. Finally, I was able to conduct certain columns without more than suggestive interference; and in doing that I frequently interviewed railway officers.

The man who had offered me the job was then cashier (he is now a minister). He convinced me that I would make better progress through the business department; so when I heard that the man in charge of making up the advertising pages and keeping the advertising accounts was about to be fired because he would only do just what he was supposed to do, irrespective of the welfare of the office as a whole, I urged the cashier to suggest me for the place. He did; and I accepted. Later there was a vacancy in the advertising soliciting force. I got that and trained a successor for the advertising desk. About a year later (in 1892, less than three years after I had entered the office) the man in charge of the Chicago office resigned; and I went West to fill the gap temporarily. On my return, some six months later, business got so bad that I was told that I had the alternative of looking for another job or going out on the road soliciting subscriptions on a commission basis. Believing that my future lay in that office, I went after subscriptions and made a fair income. Through another, and unexpected, change in the office, I went back to the advertising desk, where I stuck for some time. Later I was again transferred to the advertising staff; and as I had found that exchange of information about orders for cars and locomotives helped me to get better acquainted with advertisers and prospective advertisers, I asked for, and got, exclusive charge of compiling the columns of the paper devoted to that kind of news.

This was in 1894 and I was then getting twenty dollars a week. I had gotten married on twelve dollars a week. Finding twenty dollars too little for the comfort of two ambitious people, I spent some of my evenings writing for the Brooklyn "Eagle." Electric street railways were then new; and the way in which escaping current was ruining city water- and gas-pipes, gave the people a lot to talk about. I knew nothing about electricity; but by combining my acquired talent for writing with my knowledge of how to get facts, I not only beat others to it on the "Eagle"; but I also collected fair sums for articles that were

printed in the "American Electrician," now a part of the "Electrical World," the leading paper in the electrical field. In other words, I covered the market and sold before the other fellows realized what had happened. Because of the showing I had made, my own employers gave me a chance to make extra pennies by writing articles on given subjects having to do with railway work. I ate those up so fast that they finally decided that it would be cheaper to increase my regular stipend and remove my name from the list of paid contributors.

My next opportunity came that same year, when the owner of the "American Engineer," now one of our own papers, offered me forty dollars a week, with regular increases for ten years, when I was to get a one-quarter interest in the property. I submitted the proposition to the President of the "Railroad Gazette," Mr. W. H. Boardman, and asked him what I should do. He replied, "I never give advice to young men. But I'll tell you one thing—you have in your hand a club that you could use here with good effect." I finally said I would stay if he would sell me some stock in the company; and in due course the Vice-President offered me fifty shares, at par, for cash. Although I didn't have fifty dollars in the bank and hadn't the slightest idea where I could raise five thousand, I promptly accepted. Then I put on my hat and went calling. The first man I struck was one whose advertising I had solicited. I told him my storyand then waited several long days for his decision. He wouldn't let me have the whole amount; but I was welcome to two thousand, if that would be of any use. Of course, I took it. other three thousand I got from another advertiser.

That was my first real jump; and in making it I got my first lesson in finance. The experience has stood me in good stead many times since.

Soon after becoming a stockholder, I was told that the cashier had resigned and that I could take his place. I declined, because I was afraid that I might get stuck there for an indefinite period; but I asked for the right of access to the books that I might learn bookkeeping. So I stuck to my job of soliciting advertising and assisted the cashier whenever he needed me and I could afford the time. The knowledge I then acquired has been almost invaluable.

By this time I had a clear vision of my goal and went straight for it. I made the Vice-President, who had charge of the advertising, useless by doing so much of his work that when he was asked, just prior to the 1903 annual meeting, what he did with his time, he replied that he got down early and opened the

mail. The directors said "Pretty expensive mail opening"—and they put me in his place, at \$6,000 a year. In 1908, when the President was in Europe, I got a chance to buy out our strongest competitor. I cabled him the substance of my negotiations and said I could close if he would raise one-half of the \$265,000 involved. He agreed; but later, on learning that he had not succeeded and might have to make certain sacrifices to do so, I got busy, and was soon able to wire him that I had financed the whole deal, largely through banks.

The last cycle began early in 1911, when the President was suddenly deprived of a part of his faculties. A little more than one year after, I bought his holdings and thus became the owner of a safe majority. And in doing that I repeated my first plunge—but this time it was \$250,000 instead of \$5,000.

But there is only one presidential chair in each organization; and sometimes a single executive organization means from two to six separate publications. So we will leave that subdivision of the business department and take up the next—accounting.

Now, I have not put accounting second because of relative importance, either as to rank or opportunity; but for the reason that it is an adjunct of the President's office, either direct, or through the Treasurer.

In the publishing office of average size, the accounting department is not strictly that, since it includes, not only an accountant, but also a cashier and a bookkeeper. Sometimes the cashier and bookkeeper are identical; and once in a while one man holds down all three jobs. Frequently the President, or the Treasurer, will pass on the division and segregation of accounts and leave it to a bookkeeper, or to a combination bookkeeper and cashier, to handle the books. In any event, those who want to try to rise through the Executive department should know both bookkeeping and accounting. The average bookkeeper has to be told to what accounts many items must be charged or credited. He is not qualified, as is an accountant, to properly distribute income and expenses, because his knowledge of the relation of those items to the several departments and to the work of the office as a whole, is limited. In other words, the average bookkeeper is comparable with the telegraph operator in a busy office—he transmits without absorbing much of what goes through his fingers. To those of you who are bookkeepers, therefore, I say, "Don't be 'telegraphers'! accountants!"

The advertising department really affords more opportunities

than any other one branch of a publication office; but aside from the desks at which one is liable to get stuck because of the natural limitations of the work at hand, most of the positions demand fundamental talent.

Take, for example, an advertising solicitor. He must have salesmanship ability—ability to understand what he is to sell and how to talk about it in a forceful, manly way. One who is hopelessly shy is barred; as is one who is over bold. To an extent, salesmen are born, not made; but this does not mean that there are not among you some who have bumps that merely need shaping. For our work, the salesman must have good presence and be naturally truthful; he must know his paper and the field and the opportunities therein for those on whom he calls; and he must know something about the psychology of advertising—the more the better.

If he believes he could sell advertising, the young man should try for one of two desks in the office—that of the advertising clerk, who handles the details of making up the advertising pages; or that of a copy-writer. The latter is preferable, because a copy-writer often personally submits his product to the advertiser for approval; and in doing so frequently, in effect, sells him his copy. Besides, to write acceptable copy he must both learn much about the article he is to describe and find the essential selling points. Such an atmosphere is bound to contribute to the growth of any dormant salesmanship germ.

A few days ago one of our young copy service department men, who had realized that his desk was a natural stepping stone to the soliciting department, left us to go out into the field for another technical paper because we did not have an immediate opening for him. I quote as follows from a letter in which he openly told fully about the origin and progress of his negotiations with the other paper, and hoped that we would release him without prejudice. He said, "I know that you are always glad to see young men make the best of their opportunities and that you have much more respect for those who have normal ambitions than for those who do not exert their fullest powers. Since I have been married (he was married four months ago) I have come to realize the limitations of my present line of work as never before. While an occasional copy-writer makes, say, sixty dollars a week, there are a great many advertising solicitors who make that much, and more; so that the proportion of chances favors the latter. So if a man feels that, under proper conditions, he can sell space, he would be unwise to continue to write copy. I am sure that this is the best possible

opportunity that could come to me and the one in which I am surest of success in the soliciting field. I told Mr. Blank that under no circumstances would I want to leave my people, who had been fair and square in all ways, in any but the friendliest of feelings; that I could not afford to do so, because I knew that most of them had a personal regard for me which I would not want to lose. At the same time, I told him I thought this regard was such that they would want me to do the thing that was best for me even if there might be some little inconvenience in appointing my successor."

That young man is bound to succeed; and there is nothing within reason that any of his superiors or co-workers would not do to further his future.

Aside from some executive officer; or the first or second desk in the editorial department; or the office of circulation or advertising manager, a good advertising solicitor is the best paid man in a publishing organization. In fact, I know of several instances where some of the men in the field get more than anyone else except the chief executive. Advertising income is the very life of every properly edited, properly printed and properly circulated business paper; and not only does such a publication need men of the highest type to solicit advertising, but the results of their work are so tangible that it is easy to define a working basis profitable to all concerned.

Now here is a point over which I shall probably never stop thinking. Why have advertising salesmen, as a rule, no executive ability? Perhaps for the same reason that few professional men—civil or mechanical engineers, for instance—know how to write for publication. But again I am without an explanation. In either case, however, the calling is honorable and can be turned to profitable account. As a matter of fact, I have heard high-salaried advertising solicitors say that the President was welcome to his job; and since happiness plays a very important part in the success of any organization, I suppose I should stop speculating and let it go at that.

I have already pointed out the door that leads from the copy service department to a higher realm; but the opportunities within that sanctum are well worth considering, because they produce more than many good clerkships.

If you have a real talent for free-hand drawing, perfect that. Good commercial artists command fair salaries; and the work is not monotonous. Or, if you are not enough of an artist to handle a fine brush and do delicate work, try sketching and lettering. Then if you learn to discern the selling points of the

products of advertisers, you will have made a good copy-writer. Even should you get no further, the job is one well worth holding.

The desk at which the advertisements are handled after the solicitors and copy service men have done their work may be classed as a clerkship. However, as I said before, one might jump from there to an advertising solicitorship—just as I did. In fact, since the man at that desk comes in direct contact with the printshop, he can, and will, if he is ambitious, learn a lot about the mechanical part of making a publication—an essential if he would be general business manager.

My fourth general subdivision of the business department is the circulation department. Or, perhaps I should call it the circulation and subscription department, to be technically correct; because the circulation end really has to do with getting subscriptions while the subscription end deals with the orders after they have been received.

The bull's-eye of the circulation department is Circulation Manager. To hit it, one must know how to get subscriptions, have considerable initiative, and be able to handle and route traveling salesmen. Also, since the subscription department is usually under his control, he must know, and keep constantly posted on, modern office methods and those mechanical devices that save time and labor in cutting stencils, addressing wrappers and inclosing papers for mailing.

The Circulation Manager with a true perspective of the relation between cost and results is an exception; although this is more true in the general magazine field than it is amongst business papers. However, it is pronounced enough to be noticeable as a generally common characteristic. This is probably true because his eyes are centered on the number and class of possible subscribers—as they should be; but he should not let his efforts toward a steady upper curve blind him to the hole he is making in net earnings. It is not always possible, and sometimes it is not desirable, to advance advertising rates in step with increases in circulation. The coming generation of circulation managers should, therefore, know more about costs and thus be able to better appreciate and control the expense of any given campaign.

The Circulation Manager is a salesman; and so is the subscription solicitor. One way to strike the bull's-eye, therefore, is to go out and get subscriptions. Naturally, you must have the qualifications of a salesman; and if you have had a good schooling and should absorb all that is worth noting on your calls on subscribers and prospective subscribers, you would soon

be well qualified to join the staff of advertising solicitors, should you prefer that to going back into the office and learning the office routine. The other way is the reverse—learn the office end first and then start out.

The office work in the business department is interesting and affords opportunities for expansion into an office manager—an important place in a large organization. A general business course, supplemented by visits to business shows and other places where modern office systems and appliances may be viewed, is a desirable preliminary for the young man who is trying to get away from an obscure desk.

At last we have arrived at the great mass of desks—stenographers; typists; telephone operators; those who read and clip the exchanges; general office assistants—all clerks, without whom no modern publisher could live. But if there be among you any such, get out from within the noose. It is only the average man who is content to stay at one desk all of his life. Don't be an average man—that's easy! Try something harder; something that will develop that which God gave to every normal man—AMBITION! It is the very essence of a successful business life!

And among other things, build credit. Get into debt, just as I did; and then work it off. There is no greater incentive for ambition except, perhaps, one's dear old mother, or his wife and kiddies. Of course, I do not mean an expense debt; but, rather, a safe investment debt. It might take the form of shares in your own concern, or in a home for your family. If nothing of the kind—nothing in the success of which you have a hand—is possible, it would be far better to put your money into a savings bank; because investment in securities about which one is not fully informed frequently leads to loss of money or, what is still worse, to speculation. No young man, and few who have matured, can succeed in business with one eye glued on the stock ticker. But always try to save at least one-third of every penny you get; and aim to save three-quarters. It is unfortunately true of this country that the business age limit for employees is gradually contracting. Therefore be ready for that day when your employer shall say, "Well done, thou good and faithful servant; enter thou the ranks of the unemployed."

Those of you who have followed me closely have noticed that I have confined my remarks to the masculine gender—"that form or use of a word which denotes the male sex," as they tell us at school. I did this with malice aforethought; because I have a special message for the fair sex.

The opportunities for women are limited in the office of a publisher, just as they are limited in public life. Even women's magazines employ male advertising solicitors; and men sit in judgment in designing the gowns that appear in those magazines. But there are lots of places that women can, and do, fill to the credit of their sex; and, speaking candidly, male employers often choose women when there is an alternative, even though they often face inevitable loss through marriage. The reasons for this partiality are: Women are naturally honest; more loyal; neater; and are less expensive, because of lack of responsibility for the support of others. I am speaking now of the average woman of the middle-class-the only kind we use for office work. Many have worked their way up through the ranks until they are earning more than some men with families. Ambition, and a determination to keep at a distance any lover who did not. or could not, earn more than she, have almost always been the The maiden who, in her ultimate factors in their success. early days in the office, stops, looks and listens at the sight of a lad in his teens who thinks he has Webster beaten "to a frazzle" on a definition of the word "love," will never get anywhere in business. She should ever bear in mind that his goal may be her goal; and that if she keeps a level head she may get there first.

Perfect your education in business essentials. If a stenographer or typist, don't stop there. Don't be a "telegrapher," in the metaphorical sense, as most stenographers and typists are. Learn as much as you can about many of the whys and wherefores of what you take down and transcribe; and when you see an opening at some other desk, ask for a trial. If you have given satisfaction in the past, the worst that could happen would be a polite refusal; and, if the employer has but a grain more of sense than God gave geese, he will give you a good reason for that refusal. And you will have gained much through your honest display of ambition; because you will surely get a chance the minute your employer is able to find an opening for which he thinks you are suited.

If a telephone operator, attend to your knitting. Don't spend your time listening on the wire. Instead, if you have any appreciable spare time, go to your employer and suggest that you could read or clip exchanges between calls; or, if he will put a typewriter at your desk, you will learn to copy manuscripts; fill out and mail circular letters; or do any like odd jobs. You would thus eventually become a good typist and have learned a lot about the routine of the office. If all of your time is

occupied at the board, talk after hours, or during the noon-hour, with your fellow employees and see if you can't pick a job to which to aspire. Then go to night school, or attend a course of lectures, and learn enough to give you courage to ask for a chance to get away from the switchboard.

Most publishers employ women to cut the stencils from which wrappers are addressed and to keep the mailing department records; and the same is true of that part of the circulation department work which has to do with getting subscriptions. One desk is about as good as another for a start; and there is no reason why a woman cannot become the "right-hand man" of the Circulation Manager.

In the accounting department, we usually prefer women; but while the pay is fair, the chances for advancement are few. It happens that in my case the "right-hand man" to the President is a young woman who commended herself to me originally because she was a stenographer, knew bookkeeping and had been general office manager for a smaller publisher. Before going to business she had taken diplomas, at a business school, in bookkeeping, and in stenography and typewriting.

In the advertising department, it is sometimes possible for a woman to reach the makeup desk. The limit in this instance is the policy of the publisher who compels that clerk to deal direct with the printshop. The atmosphere of the composing and press rooms is not exactly suited to the finer senses of the kind of woman we would pick for the advertising desk and sometimes, in order to get the work through promptly and with good printing results, it is necessary to imitate the language of the proverbial sailing-master. But even if she does not get as far as the makeup desk, some of the subordinate positions are fairly remunerative and the work is so varied as to be far from parrot-like.

Here endeth the first lesson. The second and last will sum up in a few words the opportunities of the business press and its influence on the world's commerce.

I did not hear Mr. Root talk, two weeks ago, but from a friend who was more fortunate, I gather that he told you about some of the accomplishments of what is now the "Dry Goods Economist." And from what he said, you undoubtedly got a clear vision of the relation of a trade paper to its field and the influence for progress of which it is capable.

There was a time when the daily newspaper was all-powerful; and during much of that period the trade papers, as all business papers were then classified, were largely, but by no means altogether, jokes—or they would have been had not many of

their publishers lain awake nights wondering how big a circulation statement he would have to make the next day in order to outstrip his competitors; or how many extra pages of advertising his men would be able to get for the next "special issue," with its extra special circulation—usually the same as for any regular number. With the decline of the dailies came the uplift of strength of magazines of national circulation. To-day, largely because some abused their power while others resorted to scandalous muckraking, they, too, are waning.

In the meantime, the business papers, as a whole, have cleaned house. The technical papers were the first to see the errors of their ways; and the trade papers have nobly followed suit. The class papers, a more recent development, compare favorably with the rest of the trio. Of course, there are some who still refuse to read the handwriting on the wall; but the gap between them and the publishers who invite daylight on all their dealings is fast getting wider. The day is not far distant when the mortality amongst the weak sisters will be so great that the graveyard will be full.

And as the gap widens, the influence of the business press continues to spread. Soon there will be little that it cannot do to shape the country's welfare. Will it hold its place, or will it, too, follow the curves of the daily newspapers and popular magazines? That is a question for you of the coming generation of editors to answer.

While about all of the few staid old business papers of many years ago were tainted to the extent that their respective business departments lied about circulation and extracted extra money for advertising on the least provocation, their editors were honest and had well-defined policies—all of which was reflected in their editorial columns. Mr. Root gave you some instances of how his paper, a trade paper, helped in the revolution of the ways of doing a retail dry goods business. Mr. McGraw, who will address you at your next gathering, could tell you some interesting stories about the editorial accomplishments of the oldest of his quartette of technical papers; while my friend Hill, scheduled to talk to you on April 14, could do the same in connection with those of his quintette of engineering papers that were not either born or weaned during the last ten years. But as the "Railway Age Gazette" was born in 1856 and is therefore fifty-nine years old; and since its editorial history is as high in character as that of any publication in any field, I will briefly outline a few of the things of national importance for which it, in whole or in part, is responsible.

In the early seventies, when some railways were laying track and putting the rails five feet apart while others were laying them at a distance of three-feet-six-inches, the "Railway Age Gazette" (then the "Railroad Gazette") pointed out the ultimate transcontinental interchanges of traffic and fought, single-handed, for a gage of uniform width. With substantially every technical paper and papers of general circulation against us, we won with the result that, except in a few isolated cases, the width from center to center of rails of every steam railway in the United States is now four-feeteight-and-one-half inches—the compromise we finally enforced. Imagine having to go from New York to Buffalo in one car and then being forced to change to another, if destined for any point further west! The alternative would have been to have transferred the car bodies to another set of trucks. As a matter of fact, that was actually done for awhile. This fight was known as "The Battle of the Gages."

Again in the seventies, when George Westinghouse came into our office with a model of an air-brake under his arm and on which he had applied for a patent, we saw the possibilities, and said so editorially. Even in the nineties we were still being accused of holding stock in the Westinghouse Air Brake Company because we dared to so openly advocate a patented device. But we were right, as even the youngest of you here know; and that one word, "right," has always been the guiding star of the editors of all of the publications with which we have ever been concerned. It is the basis of the so-called "Standards of Practice" now fast being adopted by all of the best business papers in the country.

And the adoption of standard threads for bolts and nuts was begun, and helped along by, one of our editors, Mr. M. N. Forney, who used to say that we had published on that subject "as much as would make a book as big as the New Testament, or larger."

Passing over the more highly technical subject of "Rivet versus Pin-Connected Bridges," wherein we judicially developed the truth, and moving over into the eighties, we find that we are entitled to share the credit, with a band of four or five railway officers, for the decision of the steam railways to use a standard design of automatic coupler for cars; and about the same time, with many able-minded men against us, we successfully fought the widespread use of compound locomotives. In late years, many trials have proved how squarely we had hit that nail on the head.

For fear of boring you, I will pass to a ten-year fight (1893) to 1903) on the selection of a route for the Isthmian Canal. It will be news to many of you that a company, backed by certain politicians, had been formed to build a canal across Nicaragua, at an estimated cost of one hundred millions of dollars; that a plot had been hatched to get a bill through Congress guaranteeing bonds to the amount needed to dig the "ditch"—and it would have been a ditch, literally; because had the canal been built according to the plans given in the prospectus, not even one of our modern cruisers, much less a battleship, could have passed through. Before the country (which, of course, means the daily newspapers) woke up to what was going on at Washington, we discovered the "grab," realized also the fatal engineering mistake involved, and at once opened up in our editorial columns. Tust as the final debate in the Senate was drawing to a close. we caused a copy of one editorial to be placed on the desk of each and every senator; and, before the vote was taken, a member from the Middle West, using the editorial as his text, urged reconsideration. He won; with the result that, ten years later, and after a hard fight, Panama was selected. On October 12, 1902, when it was clear that the Panama route would be followed, Varilla, then chief engineer for the French company that was at work on a canal across Panama, and to which the United States Government finally paid forty millions of dollars, wrote to Colonel Prout, then Editor of the "Railroad Gazette," as follows: "The 'Railroad Gazette' was the first journal which raised in America the alarm cry of science; and who can ever measure the influence which that had in the great final result by which there was saved to the United States and to all humanity the disaster of what would have been the greatest technical error ever committed?" And when the papers, which meant the beginning of work, had finally been signed, Varilla sent us on May 12, 1913, the following cablegram: "On the day of final victory, Panama, I remember gratefully the support given to the cause of Truth by your most important technical paper and the share you have in the triumph."

And so it goes. During the last three years we have done much more than any one other agency to stop grafting in the railway field; and while at first we were severely criticised in some quarters, threatened in others and actually lost advertising patronage in others, the men who still condemn us can be counted on the fingers of one hand. They, too, will eventually admit that we were right; and then the verdict will be unanimous—as was that of the minister who, on hearing the dying man say

that he was ready to go, replied, "Thank God; that makes it unanimous."

Now, friends, what the real editors of the past have done, those of to-day are doing and those of to-morrow will do. The business papers never had the opportunity that is now within their grasp, to become industrial world powers—any more than that this great country of ours has ever before had the chance that it now faces, to become the great hub on which the spokes of the world's commerce will center when the awful war is over. And if the business department will continue to make the progress that it is now making, and fasten "Truth" to its masthead so firmly that nothing will ever dislodge it, only the final bugle call will stop the onward march of the business press.

In conclusion, I would have you, as individuals concerned with the future of the properties that will some day pass to the control of those of you who succeed, take home with you the following: "Summed up, the 'inside story' of the success of any trade, technical or class journal lies in the determination to make a paper that will not follow, but will lead, the industry to which it is devoted—that will be a motor, not a trailer; that will show men how to build a business and run it economically and efficiently; a paper where truth is uppermost, whether in editorial expression or in advertising contract. A publication with these qualities, and with a staff that will keep the bushel basket away from the light, cannot do otherwise than succeed."

# The Reasons for Trade and Technical Papers

Third Lecture in the Forum in Industrial Journalism at the New York University, March 10, 1915

By JAMES H. McGRAW President, The McGraw Publishing Company.

The demand for trade and technical papers came naturally with the increase in commercial competition and specialization. With the existing state of trade, industrial and professional competition and specialization, the business press seems most firmly established. Present tendencies toward even greater competition and more specialization in all lines of human endeavor seem to indicate large possibilities for effective trade and technical papers.

The developments which produced the first demands for specialized papers may be reviewed in a brief space:

A comparatively short while ago each family raised all its food, and manufactured most of the clothing, tools and utensils it required. Specialization of work then came gradually. Small factory looms replaced the old home spinning wheel. The power loom was introduced, after it came into use early in the nineteenth century, at a more rapid rate than is usually appreciated. There thus arose a necessity to distribute the output of the factory farther and farther from the source of origin. Gradually the markets of the individual factories overlapped more and more until they became nearly or quite the same. With this change there was brought about an entirely new set of business conditions. The problems of marketing became far more complicated. At the same time, opportunities for creating business grew immensely.

In a similar manner the local blacksmith was the first specialist to produce the knives, hammers, fire-tongs and other household tools and utensils. Within the last century he was replaced by the small factory specializing in the manufacture of one or more of such tools and utensils. Then there came a de-

mand for tools of better quality and utensils of a much greater variety. And so the development has been in all lines of practical art and industry. The railroad, the telegraph and the telephone increased the opportunity for specialization and expansion; and simultaneously, the complication of business methods.

When competition between factories and individuals working along the same special lines reached a certain point, the demand for perfection of product and for further development of personal ability began to mount very rapidly. This demand gave the first real opportunity for trade and industrial specialists and for highly-trained professional men. Now we have specialists in every line of endeavor. Year by year the individual, or the factory, goes into more and more extreme specialization. Accompanying this tendency is an even more rapid increase in the need for business papers.

The manner in which the demand for trade, industrial and professional specialists has increased more rapidly than the growth in the complexity of modern business methods could be illustrated in various ways. Compare it with the increase in the transportation demands and in the population of our cities:

The horse-car lines in a city of a million inhabitants thirty years ago carried a certain number of passengers. To-day the urban transportation system of that city, which now has about two and a half times as much population, carries nearly forty times as many passengers as were transported thirty years ago. In other words, the number of passengers has increased much more rapidly than the rate of increase in population. The demand for better equipment and for greater speed also has grown at a comparably greater rate than has the population.

In the same way, throughout trade and industry, there has come with the development of modern business a much more rapid demand for specialists in all lines. Early in the progress of this development those who were specialists in different lines found that they must interchange ideas and experiences. The first reason for trade and technical papers was then established.

The growth of specialization accelerated the need for this interchange more rapidly than its own rate, just as the number of local passengers in our cities has increased more rapidly than the rate at which the population has grown. Experts in urban transportation plot curves, based on past records, to show the future transportation demands that may be expected in any city. These curves are always inclined upward more than the slope of the population curves. And so it seems that we may plot the curves of the demand for strong trade and technical papers more

steeply than those showing the rate of growth of industrial specialization.

Having outlined the tendencies which have produced the specific demand for the Business Press, the scope and function of trade papers will be considered only briefly.

#### The Trade Paper Editorially

Trade paper editors treat the manufacture of products chiefly from the business point of view, including only in a general way the technique of production. In this phase of their activities they give comparatively little attention to the details of processes and to the machinery involved. These features are covered by another class of journals, as will be discussed later. Trade papers, in considering the manufacturing side of the business they represent, also devote attention editorially more to the effect of new methods of manufacture on the trade as a whole. They likewise attempt to determine whether an increase or decrease in the supply of raw materials will affect the methods of manufacture; how trade requirements will concern producers, and other kindred subjects.

Trade papers are equipped to collect such information from a variety of sources, and to interpret it properly in light of their wealth of other information in regard to the respective branch of business they represent. Their service in this direction has a broad and far-reaching influence. Papers of established reputation use such influence solely in the interests of their readers.

The other and more important phase of the editorial efforts of most trade papers is the consideration of the merchandising of products, including the interests of the wholesaler, the jobber and the dealer.

Men and organizations in all three of these branches of mercantile activity are coming to understand almost universally that it is absolutely necessary for them to keep closely informed in regard to the ever-changing conditions and tendencies which affect their trade. Other things being equal, those who are best informed as to such changes and tendencies enjoy the most success. It is, however, manifestly impossible for all except a very few wholesalers, jobbers or dealers to judge from information they can secure first-hand anything more than changes in local conditions. They cannot weigh, and rarely can sense individually, the national and international tendencies and movements of no moment to the layman and consequently of no moment to the lay press, but which may affect their affairs very

favorably or very adversely. They have come to expect their trade papers to provide such information for them.

The trade paper, worthy of the name, not merely senses the far-reaching tendencies, but in many cases has the power to create or to direct such tendencies. Its editors have been trained specially to bring together many individual cases for generalization and interpretation. They receive the negative and positive factors of changes from a multitude of sources. With these in hand the answer is plain, in the light of their long experience in many similar situations.

Presentation of methods of buying, selling, management and other features employed successfully in all sections of the country in the business represented, enables the trade paper to give its readers a wealth of ideas of most practical value. Progressive trade papers are never content to portray merely the successful methods used in their own field. They are constantly searching other fields for devices and plans which can produce better results than those commonly used by their clientèle. Such new devices and plans are regularly being introduced in all lines of mercantile business by trade papers.

In a comparable manner, trade papers of the better class provide much inspirational information of general character, which they interpret for their readers to apply most effectively to their own fields. The work which trade papers are doing in this direction is of immense value to society as a whole.

The recording of the news of the field is another important function amply performed by good trade papers. Such news includes the prices of staples, notes on passing business conditions, personal mention of men and concerns in the trade, and descriptions of new materials, devices and products. This news enables the reader to keep in touch with the immediate conditions in his business, which are in the aggregate vital to his success.

Having before you this brief and general survey of the editorial services rendered to its readers by the trade paper, remember that in each case this service is in regard to a highly specialized kind of merchandising, such as the hardware, furniture, dry goods, implement, drug, leather, spice and a score of other lines of business. The service provided is of interest in each case to a comparatively small number of individuals. The volume of business controlled by each of these groups is enormous however, and when the many groups are considered collectively the whole mercantile fabric of the country is covered.

## The Trade Paper and the Distribution of Goods

The potential power of trade papers as factors in the distribution of goods has not yet been generally appreciated. This power may be illustrated by a brief reference to some of the fixed factors involved in introducing a manufactured product for general consumption. In such a merchandising campaign the ultimate consumer must be reached and convinced of the value of the product to him. In the past the theory was to appeal directly to the consumer only through general magazines and other similar media. The reasoning was that the demand thus created would force the dealer, the jobber and the wholesaler,—working back from the consumer,—to carry the goods.

These fundamental facts were thus overlooked:

First, that only a small proportion of the consumers can be sold thoroughly even on small articles, through the printed word alone.

Second, that the word of the dealer who is known to the consumer counts more than that of the manufacturer who is known only in the beginning through his advertisements.

The results of such a one-sided appeal to the consumer only have been shown in the failure of many a merchandising campaign. In the case of the individual consumer the outcome far too often has been about as follows:

The manufacturer conducted a national advertising campaign in general media at great expense. He thus created a desire in the mind of the consumer for the product advertised. The consumer went to his dealer for the product. The dealer had not been sold. He told the consumer he did not know the product, but here was one he did know. The consumer bought the one the dealer recommended.

In describing what has been a very common incident, the past tense should be used, because such errors are less rarely made to-day by manufacturers. The power of the trade paper to reach the distributing factors between the producer and the consumer has come to be better understood. But there still remains a surprising lack of understanding on the part of the producers regarding the mutual interests of trade papers and their readers. The authoritative position of the trade paper in its branch of merchandising gives this class of medium the power, when properly used by the advertiser, to enlist in a sales campaign all classes of distributors between the producer and the consumer. This position of authority is being enhanced to such extent by the effective trade paper that it is certain to receive an

increasing proportion of the whole appropriation set aside for giving publicity to products sold through merchandising channels.

# The Scope and Function of Technical Papers

Technical papers devote their editorial attention to matters of specific and general interest to men in the professions and in specialized industrial work as differentiated from trade or merchandising. The professions so covered include the law, medicine, architecture and engineering in all of its branches. The industrial specialists served by technical journals are engaged in applied chemistry, steam and electric railway operation, electrical power generation and distribution, the manufacture of iron and steel, metallurgy, contracting and many other lines of endeavor, which require unusual knowledge, training and skill.

In the early history of the professions their literature was limited by the information available in regard to the subjects with which the respective profession was concerned. As the work of each profession developed, the amount of its valuable information increased until text-books appeared. During the last fifty years progress has been made in all of the professions much more rapidly than ever before. This was due largely to the progress of the allied arts and of industry as a whole. The rate of progress soon reached a point where the text-book could convey only the fundamentals of the knowledge and practices of the profession. Important inventions and discoveries were being made so fast that they were history, or might even be superseded before the text-books could be compiled to record them. A similar situation was occurring in all specialized industrial work. Along with this development there arose from professional men and industrial specialists the demand for technical papers devoted solely to their respective interests.

Looking back over the files of technical papers it is evident that twenty to twenty-five years ago those which had the real technical viewpoint were little more than weekly and monthly text-books. Their pages were devoted largely to long and strictly technical descriptions and discussions which were often carried to the extreme. The pure-science idea dominated their editorial policies. Gradually, they began to give better attention to the more general features of the professional and industrial life, whose pulse they had helped to quicken. The technical papers which continued to lead, printed a greater variety of articles of more practical character. Then came much diversification of the subjects considered. In addition to all of these improve-

ments, we now have in modern technical journals full consideration of the current news of the profession or industry. The really progressive technical papers have thus always developed their editorial policies so as to be just in advance of the broadening demand of the field served.

#### Division of Text Pages

The text pages of practically all modern technical journals may be divided into the editorial, the descriptive, the general news and the current news sections. These may be considered separately, although two or more of them are closely allied in the handling of many subjects.

The outstanding developments and news features of the profession or industry are interpreted and discussed in the editorial pages. A great variety of subjects is considered in these pages, even when a technical paper covers quite a restricted field. One editorial may have to do with a feature of general interest to many other branches of industry; another may be devoted to a highly technical subject of immediate interest to a comparatively small number of its own readers, while the next may have to do with the ethics of the profession as a whole. In some cases the editor or his advisers merely interpret the bearing of the subject discussed on the affairs of the readers of the paper. In other instances there are interpretation and discussion, while many editorials contain strong and authoritative arguments for or against certain practices or methods. Without exception the editorial pages are devoted to the betterment of the profession or industry, either from a technical or a financial point of view, and frequently from both, since the two go hand in hand.

The descriptive pages of a technical journal contain articles on an even greater variety of subjects than are interpreted or discussed in the editorial pages. These articles are written with the idea of giving in the best form the information of most interest to those concerned. They are prepared by members of the editorial staff from data obtained in the field, or by men engaged directly in the work described. Expressions of opinion are eliminated from the descriptive articles and reserved entirely for the editorial pages.

The descriptions are devoted to all phases of the technique of the field, including the progress in allied arts, reviews of contemporaneous literature and text-books. New methods of applying commonly-used materials and equipment, improvements in old methods, results obtained in the operation of plants, uses for new materials and equipment and plans of organization followed successfully by those in the field are among the subjects set forth.

In recent years, technical papers of the better class also have devoted increasing attention to failures in their fields. Physical, technical and financial failures of interest to their readers have been analyzed carefully to determine, in so far as possible, the reasons for them. The presentation of such analysis is always in a constructive way. There is no hesitancy, however, to criticise evils where they exist. The lessons of such failures are thus put before the readers so that they may avoid similar mistakes in their work.

Individuals and corporations have learned the constructive policies of technical papers in such matters to the extent that the old secrecy regarding disasters has almost disappeared. Indeed, the time is at hand when many progressive organizations seek the right kind of publicity of their failures. This attitude toward the technical press is enabling very great progress to be made rapidly in all lines of industry.

Articles in the descriptive pages of technical papers are now very much shorter than was formerly the rule. More pictures also are being used. In a word, the demand for only the meat of the subject, and this presented in a most concise and lucid form, is being met admirably.

The general and current news sections of technical papers have come to be of great importance to the readers. In these sections consideration is given to convention reports, mention of personal affairs and activities, unusual happenings in the field covered, financial and corporation announcements, new legislation, court decisions and similar features. In journals devoted to engineering, the current news also gives proposed purchases of supplies, materials and equipment and contemplated construction projects. A great number of brief items, each including the location and character of the project and the names of those connected with it, are printed. These items are secured from a variety of sources throughout the world. Most of them are available to the readers of the paper through no other medium.

Review, now, for a moment this outline of the scope of the technical paper.

The field covered presents a tremendous demand for the interpretation of tendencies and events, for all that is new in the technique and methods; for constructive analysis of failures; for the news of outstanding events of passing moment and of prospective work. The paper evidently must be edited by specialists. It also must be able to secure the opinions and advice of authori-

ties in its field. It must have as regular contributors men of recognized ability scattered throughout America, and one or more such men in each of the progressive foreign countries.

Each great technical paper has such an organization, which may fairly be called its editorial staff. These men are collectively able to bring together under one cover practically all that is worth while to the profession or industry represented in the way of progress and news. The staff is equipped by ability, training and experience to interpret and to discuss the outstanding features of such progress and news. Consequently, there exists in each real technical journal of this country a tremendous power, which is always working for the improvement of conditions in its field. Such improvement in each profession or specialized branch of industry means that the condition of the whole people is bettered. Technical papers, therefore, serve the professions and industrial specialists directly, but through them they perform a far-reaching service for the public at large.

The technical journal performs another important function in interpreting for the layman and the lay press the main movements and the progress of the profession or industry it represents. No newspaper or general magazine can keep on its staff experts in all lines of industry. Readers of newspapers and magazines, however, are interested in the general features of industries which make up the commerce of the country. Such publications which devote general attention to financial matters and to the problems of public relations, have, therefore, come to look more and more to technical papers for authoritative information on these subjects, and for the viewpoints of the industries these papers represent. The strong technical papers are enhancing this authoritative position by exercising extreme accuracy in the statements of general interest which they publish. By thus properly presenting the facts for the lay press, as well as representing the spirit of the industries in their various fields, technical papers perform a very valuable service in enlightening the general public.

Men who are real editors of technical journals appreciate the power of their papers for good and for bad. They give to their editorial comments and to the shaping of their editorial policies the same careful consideration of all the facts and conditions that the judge gives to the evidence in a case. By and large, they are dealing with bigger and more potential matters than are involved in the great run of cases which come to court. Technical editors of large caliber and real moral fiber are producing papers with which it is an honor to be connected.

## The Technical Paper as a Marketing Factor

Practically all manufactured products used by the readers of technical journals in their specialized work are sold directly to the consumer by the producer, or his agent. The units and quantities involved also are very much larger than the average sale of merchandise to the consumer. Furthermore, each product, or at least each class of products, required by professional men and industrial specialists in their work has characteristic and distinctive features. These features may be based on the perfection of production, on peculiar adaptation to a certain class of work, on certain features of design and on a great variety of other elements. In the case of each product such characteristic and distinctive features must be conveyed to the prospective user in a manner which will carry conviction.

The number of the possible customers for manufacturers of many kinds of products used by professional men and industrial specialists is in most cases surprisingly small to the uninitiated. For instance, there are less than 5,000 industrial plants in this country in which a certain type of mechanical dryer is required. These plants are devoted to the manufacture of a great variety of products, such as glue, paint, fertilizer, starch, sugar, chemicals and the like. One or more of the processes in each of these plants are, however, very similar to those in the other. The same class of industrial specialists direct these processes in all of them. This class of specialists may be limited to less than 1,000 in all. This limited number of specialists determines the type, and in most organizations the kind of dryers which are selected.

The purchase of specialized equipment and supplies thus controlled in every branch of industry by a small number of men is tremendous. These specialists who continue to succeed can follow only the dictates of their best judgment, based on their own experience and that of their fellow workers. Statistics show that over 80 per cent. of such industrial specialists read a technical paper.

We therefore have.

First, the sale of products directly to the consumer by the manufacturer.

Second, a limited number of individuals determining the purchases.

Third, more than 80 per cent. of these individuals as readers of technical papers.

The media through which the message of the manufacturer may be transmitted directly to the consumer with minimum waste

of effort is therefore evident. Indeed, there is no other *single* medium through which these groups of potential buyers can be reached.

The conditions which have just been outlined in themselves render the technical paper a very powerful advertising medium. There is one other single factor, however, which overshadows them all:

Progressive readers appreciate that most of the advertising space in properly conducted technical papers is now occupied by messages of immediate and practical value to them. These messages are brief and to the point. The advertisements tell in terse English and by means of good illustrations what the user ought to know about new tools and products, and about new uses of old tools and products with which he has to execute his work. Much expense is involved in securing the information and illustrations on which such advertisements are based. Experience has proved that such expense is fully justified. Indeed, the time is at hand when the service rendered the reader through the advertising pages ranks with that provided him by the text pages of the technical paper. In the past reference was made to the reading pages and the advertising pages. Now the division is the text and the advertising pages—they are all reading pages.

# The Future Function of Trade and Technical Papers

In closing, attention naturally is directed to what function trade and technical papers may be expected to perform in the future. It is no more possible to make such a forecast than it is to say definitely what course business and industry will follow. Present conditions and tendencies point, however, to very great possibilities for the business press. It is offered a wonderful opportunity to conduct investigations which will determine the character of the separate and collective factors which govern the success or failure of modern business organizations.

Consider for a moment how most business organizations have grown. They have built on the stream a mill whose size depended on the flow at the time. In case that flow went up or down their growth was expanded or curtailed. Too often, no study has been made to determine the normal flow of the stream or the fluctuations which might be expected. The methods followed by the engineer in determining the most economical water power development possible, and the location of that development, rarely have been used in advance; and only in a limited number of cases after the establishment of a business.

Carrying the illustration of the water power development a little further: the engineer first determines the watershed available; in the case of a business this is the territory which can be reached. He consults the rainfall records, and calculates the runoff. Compare these to the production of wealth in a territory and its theoretical surplus. The engineer then studies such stream flow records as are available. These are the same as the records of business fluctuations. When they cover a comparatively short period they are of little value. One other feature of stream flow the engineer considers very thoroughly is the possibility and economy of storage on the watershed. This factor is too commonly overlooked in business.

Having determined the character of the flow of the stream the engineer investigates the sites available. Then he decides on the size of the plant which can be built according to the fluctuations in demands for power and the manner in which the minimum flow of the stream may be regulated to meet these demands.

Competition in business has reached a point where the location of manufacturing plants must be determined by factors which vary much the same as the flow and character of a stream. The service rendered by successful trade and technical papers will continue to be of greater importance in assisting in the measurement and judgment of these factors.

# The Special Service of the Class Paper to an Industry

Fourth Lecture in the Forum in Industrial Journalism at the New York University, March 24, 1915

By H. M. SWETLAND President, United Publishers Corporation.

Before we discuss the special service of the class paper to an. industry, we will need a better understanding of what is included in the term "class paper" as distinguished from publications of a general character. Naturally, a class paper is one which caters to, serves and is endorsed by a special class of readers, as distinguished from a publication designed to interest and serve the entire reading public. The "Ladies' Home Journal" may be considered, in a general way, a class paper as distinguished from a publication designed to interest both men and women. A religious paper, catering to a certain denomination. may also be designated as a class publication. So, also, may be designated all publications catering to the various professions, and including, also, the technical papers and the trade papers. But, in the field of what is generally accepted as trade journalism, which term in its commercial sense includes all papers devoted to trade or craft or special work in any line, as well as the publications devoted specially to merchandising a special product, like the "Dry Goods Economist" or "Hardware Age," the term "class papers" should be, and is restricted to mean only those publications which cater to a particular class, the formation of which is founded on some special industry. To make the definition more explicit, it is, perhaps, best to restate it in a negative form by saying that only those papers which serve, directly, the manufacturer, the merchant or consumer of the product of a single industry, conform to the commercial definition of "class papers." From this it is plainly apparent that the term "class" or "trade paper" is improper in its acceptance by the industrial and commercial world, and should be substituted by a more suitable title, preferably the "Industrial Press." In the further consideration of the special service of class papers, we shall, therefore, confine ourselves to this definition of the term.

Industrial publications must at all times be considered as serving three separate and distinct functions of an industry, and usually these three functions are served by separate and distinct publications, inaugurated by distinct individuality, and usually operated by separate and distinct ownership. The paper serving the first of these three functions is one devoted to the interest of the manufacturer, and having a circulation among the superintendents, experts and owners in one special line of manufacturing, and an advertising constituency among those who supply raw material or machinery to this line of production.

The second function of Industrial Journalism has to do with the merchandising of the manufactured product, and has its circulation among the jobbers, dealers or merchants selling this special product, and an advertising constituency consisting of the manufacturers of this product.

The third function of Industrial Journalism is served by a publication devoted to the interest of ultimate consumers of the product of a special industry, educating them to a proper selection of the manufactured product, and the correct uses and service of this product.

These three phases of Industrial Journalism must be kept well in mind, viz.—the paper devoted to the interests of the manufacturer, the merchandising paper serving the dealer and the paper devoted exclusively to the interests of the consumer. At present, industrial publications sometimes endeavor to serve two or more of these functions, but eventually each industry of sufficient importance and of a sufficiently distinct character to require journalistic representation, will be served by a publication devoted especially to one and only one of these functions.

Industrial journals differ from all other forms of journalistic production in that they are not basically constructed to please and entertain the reader, and thus create and maintain a great sale for a publication. Unless the publisher knows the journalistic requirements of his constituency, and raises his reader to the level of his publication, he should retire to the ranks of yellow No doubt, the evolutionary process will serve the iournalism. Industrial Press for some time before the rank and file arrive at a true conception of their mission. But, all the great papers of the Industrial Press to-day are conducted on this basic principle of making the paper which the industry needs, while the number who are trying to please or entertain a class of industrial readers are growing continually less. Not that a constituent of the Industrial Press is less susceptible to entertainment or pleasure than the average reader, but he does not buy his industrial paper

to be entertained. He has subscribed to the publication with the sole idea that it will be of service to him in his business, and he reads it in his thoughtful moments. If he were competent to dictate the kind of a paper he should have, the need for the publication would be very much lessened. He, therefore, leaves the problem of making the paper to the publisher, just as he leaves the painting of his pictures to an artist, and we wish to disclaim, once and for all, any successful policy on the part of the Industrial Press of trying to find out what the industry wants, and then pandering to the palate of ignorance or prejudice. The service of the Industrial Press, for this one basic principle, is of great value to an industry, just as the text-book is of value to the student, and as the picture designed and executed by the artist is superior to the conception of the ordinary purchaser.

The services of a competent journal, devoted exclusively to one of the three phases of an industry, may be classed as general and specific. The general or indirect service probably exceeds the specific or plainly apparent benefits, just as the indirect results from advertising exceed the direct returns. Just as the subtle influence of a great sermon, a great message, or a great editorial, rings true and awakens sentiment and feeling, which, in turn, inaugurates great reforms, so the promulgation, discussion and reiteration of the great problems of an industry, clarify and make possible a more intelligent solution than can be secured by individual effort.

Not that the editor of an industrial publication has supreme knowledge of all matters pertaining thereto, or assumes to be more wise than the combined intelligence of his constituency, but if he is even moderately successful in fulfilling the great obligation of his calling, he has command of, and access to, more sources of information than the layman. An editor is not expected to know everything. He is not a walking encyclopedia, but his work is intelligently indexed to the extent of quickly availing himself of the latest information from field or laboratory, and standing thus apart from active participation, with a clear field for prospective observation, unbiased by contingent individual conditions, he is able to reflect a consensus of intelligent opinion, of the greatest value and of lasting benefit to his readers.

Further, his imagination, stimulated by his comprehension of the conditions under his observation, will exert an influence for ideal conditions and the inspiration thus created will stimulate unconsciously the development of the industry as a whole, as well as its entire individual constituency.

The desire of industrial supremacy, thus unconsciously stimu-

lated, may be mentioned as one of the great indirect benefits, bequeathed by a publisher to an industry. If a manufacturer depends solely on his ability to inspect personally the progress being made by all others in his branch of industry, his time would be more than spent in investigation, and his production would suffer from inattention. The Industrial Press presents to him the very latest developments in every phase of his industry; presents many so-called improvements which his experience readily discards, but this knowledge creates within him a feeling of security that his faithful messenger, armed and equipped with special facilities for securing the information which he desires, and an ability to discern at once the things which he needs to know, will keep him fully advised in all lines of progress worthy of his attention. Resting in this security, he is able to devote himself to the stimulation and development of his own production, and this stimulation to industrial excellence is of untold value to the producer.

Some question may arise that this attempt to define and specify the indirect benefits of the Industrial Press to its constituency is visionary, overestimated or lacking in actual result, but the fact is that any attempt to portray that which is indirect or intangible is not only difficult, but falls short in the adequacy of its expression, as well as in the summary of its numerous indefinite proportions in conveying a comprehensive idea. We will, therefore, conclude our effort at indefinite enumeration with the summary that—

First,—the press indirectly raises the standard of the production of its industry by stimulating industrial supremacy;

Second,—it raises the standard of ethics in the merchandising of the products of the industry, facilitating the disposition of its product through tried and well-recognized business principles;

Third,—it benefits the consumer of the product of an industry, as well as the manufacturer, by educating the user to a consistent, intelligent and rational use of the product, thereby tending to mutual satisfaction as between manufacturer, merchant and consumer.

The direct benefits of an industrial paper to its special industry may be classed as educational, or informative and commercial. The educational benefits may be classed as specific, exhaustive, timely, accurate; specific from the fact that the publication is devoted exclusively to one particular industry, and one only. Remember, we are living in an age of refined individual application, each person in the world to-day, if any great success is to be secured, must specialize on one particular subject.

The progress of the world is founded on this fact, and the assistance of a publication devoted specially and exclusively to one division of industry, enables the expert to concentrate his ability, thereby reaping the highest efficiency from his endeavor.

Exhaustive, from the fact that the progressive editor in Industrial Journalism knows that his constituency are well informed on all the generalities of their callings. In many cases his readers are equipped for exhaustive laboratory experiment and research, even beyond the resources at his own command. The successful industrial editor must, therefore, be able to utilize to the fullest extent all research made by the numerous persons engaged in special work in his field, and his paper must reflect not only what he himself has developed, but must contain the result of all experiment, all research, all information in this particular field. Here, he must be able to distinguish between actual and well-developed investigation, and the bombastic intrusion of an unsubstantiated theory. A multitude of new ideas, new processes and revolutionary principles find their way daily into the waste basket of the managing editor. But, even if in an unguarded moment some spectacular fallacy gains the ear of his audience through his columns, you may rest assured that some well-informed critic, who has made careful investigation in this line, will puncture the bubble and leave his readers finally with the facts.

Then, this information must be timely, the topic of most interest at the particular moment must be observed from day to day in its development. But for the timely value of the information furnished by the Industrial Press, the text-book would take its place. But the text-book written to-day is likely to become obsolete to-morrow, and into this breach in the demand for specialized knowledge the Industrial Press arrives at periodical intervals, filling up the gap between what is well-known, and what constitutes the foundation principles of a business, and what is needed to be known from day to day in its development. The Industrial Press is the sentry which in times of inactivity sounds the welcome note that all is well, and continually watchguards for any development which will be of service.

In the matter of accuracy, the Industrial Press establishes a monument of progress not at present attempted in its contemporary fields of journalism. The industrial writer early learns that it is copy he is expected to produce, and not a story. His facts may be blunt and lacking the polish of elaborate expression, but if they are facts and prove some new developments, he may rest assured they will be accepted by his superior. It is plain enough to see why the daily press, catering to and en-

deavoring to serve the whole field on general and specific information, forms the habit of inaccuracy. When the daily press attempts to handle an industrial topic, it fails with the same degree of inefficiency that would mark the efforts of the expert in electricity in the practice of medicine. The editor of the daily press attempts too much; he should leave the industrial matter to the industrial press just as the electrical expert employs a physician when he is ill. No attempt is here made to belittle the great educational value to humanity of the daily press, and whatever may seem here as critical is given simply as a matter of comparison, to prove the futility of an attempt which is far beyond the possibility of a single intelligence. The managing editor of the daily press must know what constitutes a news item. When he attempts to know the technique of many industries, he is confronted with the impossibility of being a specialist on all things. Even in ordinary news items his disregard for accuracy is subject to criticism. When you have been honored by an interview by the average reporter in the morning, and hasten to read his report of your wise sayings in his evening edition, you are probably dumfounded at the liberty which he has taken with your intelligence. Your modest statement has been probably exaggerated beyond all possibility of identifica-This difference must, therefore, be noted in all matters pertaining to Industrial Journalism, that while the writer for the daily press may allow his imagination of what should happen to form a basis of the statement of what did happen, the writer in the Industrial Press will present the facts of what did happen, to his thoughtful readers, who will form their own conclusion of what should happen in the future. It follows that the Industrial Press is, therefore, able to distinguish itself and make its publications of great value to the industry which it serves, by the simple accuracy of the information which it prints.

The special service of a class paper to an industry, considered commercially, brings us to more tangible and specific enumeration than the other topics have offered. Publishing industrial papers is a business that serves business. It is a business that becomes profitable by assisting others to make a profit, and the commercial service of the Industrial Press offers such evidences of its value as are unquestioned even with the most casual observation. The first real, commercial service is to assist the special industry, served by its special class paper, to an intelligent production, both in design and quality. From its advantageous position for observation, it is able to foresee and forstall the consumer's wants and requirements, and to bring these

needs to the special attention of the manufacturer. The Industrial Press is, further, of great assistance in the determination of certain qualities of manufactured product, and its relation to price. It is not always the highest grade product that has the greatest sale, and many productions have a great variety of qualities corresponding to a similar number of prices. The Industrial Press assists in harmonizing this relation, cautioning an overproduction in certain lines and stimulating others. It also keeps the manufacturer posted on the markets of the world—the special requirements of one locality to that of another. factured product of a certain grade may be unsalable in a certain locality, and have a ready market in another. These conditions digested, classified and itemized, are laid before the producer through the columns of a competent industrial publication. In fact, one of the specific commercial services rendered by the Industrial Press is the stimulation and direction of intelligent production, both in design and quality, harmonizing these relations with the price of the manufactured product.

But the great spectacular commercial service of an industrial paper to an industry is its assistance in the economic distribution of the production of that industry. Whatever exalted opinion we may have of the high ideals of Industrial Journalism, and its exalted position in the industry which it represents, it finally comes down to the purely commercial value of this publication in the distribution of the product. In fact, the real mission of the Industrial Press is that it forms a factor, and, perhaps, we may say, a most important factor in a campaign of merchandising. It is the business of the Industrial Press, not only to direct methods of merchandising, but to make The great purpose of the publication is finally actual sales. to bring the manufacturer either directly to his consumer, or the consumer directly to the manufacturer, or, to bring them together through the services of the intermediary merchant. This service has applied to it the much hackneyed and much abused terms—publicity and advertising. It may be stated as a cardinal principle, that wherever an industry is served by a thoroughly competent industrial publication, its pages offer the cheapest advertising that that industry can buy. A great publisher in the industrial field has given as a definition of advertising, a classic which should be remembered as the first, last and best definition ever applied to the term. He says:

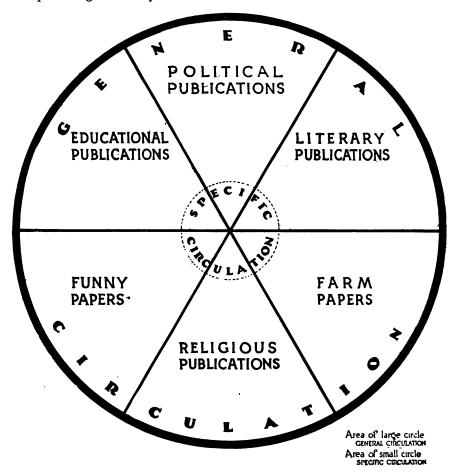
"Advertising consists in making a favorable impression on a possible customer."

When a manufacturer desires to dispose of a product he

must make its value known to the greatest number of possible buyers. If an industrial publication is filling its mission, and contains editorial matter of value to the consumer or the merchant, it naturally reaches those who are best informed on the subject, for in no other way, except by reading, can the customer (whether merchant or consumer) keep fully posted on the various articles offered for his consideration. He must read to be wise, and having acquired a superior knowledge in this particular field, his influence is paramount and dominating as to those who have not taken advantage of this opportunity. In this way a strong industrial publication, through its advertising columns, can practically influence, if it does not absolutely control, all the sales of the industry, for, if a person is not sufficiently well informed to make purchases on his own information, the only possible logical remedy for his defect is to seek information from some reliable source, and inasmuch as reliable information is most readily obtained through the columns of the Industrial Press, the advertiser is certain to reach the source of buying power in placing his announcements in this way before those who, by reading the Industrial Press, become the best informed, and wield an influence which extends beyond that of their own purchases to those who come to them for information. To illustrate: If a man of wealth desire to purchase for his home an excellent piano, if said wealthy individual is a musical critic, well-posted on instruments, and keeping thoroughly abreast of the latest developments in all improvements, he reads a musical publication, and is thoroughly competent to decide for himself which instrument would be suited to If, however, he be a man of the usual type, and unfamiliar with the qualities, construction or capabilities of an instrument, he could not commit a more stupid or a more imprudent act than to depend on his own judgment in the purchase of a piano. If he acts intelligently, the only course open to him is to seek information from some trustworthy person who he has reason to believe is well-posted on productions of this class, and this well-posted person, if entitled to the confidence placed in him, is a reader of the Industrial Press in this line.

It follows, therefore, that this great commercial service to an industry, rendered so efficient by the trade press, cannot be obtained in any other way. It is certainly a fact that the manufacturer must make the value of his production known to the merchant and the consumer. He may locate the merchant through Bradstreets', but the consumer is a "needle in the haystack," and if he expects to reach him by direct cor-

respondence, his only sure way is to address every person in the country,—an utterly hopeless and stupid procedure. Second in the rank of stupidity is the use of publications of general circulation to attempt to reach a special class, for, in order to reach all of the special class we must assume that all of the special class read one or more general publications, and allowing the assumption, then to reach all of a special class through the media of the general class would be to use all of the general class publications. Any attempt to discriminate to reach a special class, by using publications of the general class, would be to omit some of the special class, and a use of any small percentage of the general class publications would reach only that percentage of the special class readers.



Someone has said that advertising in trade papers is like carrying coals to Newcastle, and has urged the uselessness of advertising carriages in a carriage paper, reaching carriage Granted, if true. But, the carriage paper either devotes itself to the carriage builder, in which case it becomes the economic medium to advertise materials entering into the construction of carriages, and machinery used by the carriage manufacturer, or, it is devoted to, and serves, the purchaser of the product of the carriage industry, be he merchant or consumer, and becomes the economic medium of communication. Some industries are not yet served with sufficiently specific publications, and have a composite circulation of the manufacturer and merchant or consumer. In this case, the circulation among the consumers or merchants usually predominates, and thus affords a better service of publicity and advertising to the manufacturer than can be otherwise obtained. But, the tendency is strongly to specific journalistic production, either to a journal for the industry itself, or, to the journal for the merchant or a publication for the consumer.

It will be asked what place have these facts in a discourse tending to instruct in Industrial Journalism. We are asked to name the special service of the Industrial Press to its industry, and we are considering the commercial factor as indicated by the percentage of sales of the product of that industry influenced or initiated by the advertising pages of said journal. Let no one persuade you that the Industrial Press is a philanthropic institution, backed by a Rockefeller Foundation, for the demonstration of an esthetic principle. Therefore, when we present the naked truth of the foundation of every successful publishing business, strip it of whatever glamour it may have received at its baptism, and present it as a pure commercial proposition, we believe we have laid the foundation of an editorial conception, for, if the Industrial Press is to become this great power, and is to perform its function as the principal factor in a campaign of merchandising, it must first obtain and then maintain its hold on one of its three functions in the industry. by the supremacy of its editorial conception, and by the integrity and ability exhibited in the final execution of what has been conceived.

It does not now require any stretch of the imagination to draw the final conclusion, nor any rhetoric or argument to show the close relationship of this merchandising factor which the trade press constitutes in any industry to this editorial conception and execution which brings this factor into life, and proves its value. It is only by editorial supremacy and absolute confidence in its editorial utterances, that a paper can hope to retain its hold on this vast purchasing community.

A training for Industrial Journalism involves much more than the ability to use good English, and to write an interesting article. In fact, an industrial story may be entirely spoiled by an attempt at a high literary production. The reader of the Industrial Press is not looking for entertainment, and is disturbed rather than pleased at high-sounding phrases, where the simple and possibly less elegant construction will convey the information in a more direct and more positive manner. In Industrial Journalism a straight line is the shortest distance between two points. It must not abound in useless, tiresome and irrelevant verbiage. It must be exact, pithy and to the point. No question but that careful study as to the mode of expression is doubly essential in industrial literature, but any attempt to be profound, bombastic, rhetorical or illusive will not only disgust and tire the reader, but will fail to carry the more salient point under discussion. The reader of the Industrial Press wants the truth, wants it quickly, wants it at the right time, unvarnished, naked, forceful, but it must be the truth, the whole truth and nothing but the truth.

The early history of Industrial Journalism was besmirched with the trade "write-up," the "puff,"—and an attempt to cater to personal pride and prejudice of the advertiser. It has outlived this degrading and debasing period, and stands to-day, clean and wholesome in its advocacy of what it believes to be for the best interests of its readers.

The editorial department of a proper industrial publication is absolutely divorced from its advertising department. In many cases it does not know the names of its important advertisers. Therefore, any preparation for Industrial Journalism, that is not based on a sound and thorough technical knowledge of the industry to be served, will be fatal alike to the editor and publisher, and the writer for the Industrial Press must equip himself, not only with all that can be given in correct diction and proper enunciation, but he must thoroughly supply himself with a full and comprehensive knowledge of all phases of the industry under observation. Many of the best writers in this field have graduated from the industry itself, and the wisdom of their expression is thus reënforced by an experience in the shop, in the factory or in the mine. It may not be necessary to shovel coal into a furnace in order to write a valuable article on the correct method of firing a boiler but such experience will

be of value to the writer and unless he is able to at least identify himself sufficiently with the coal and the shovel and the fire, to appreciate intelligently and accurately the best methods, he is unfit to attempt instruction in this simple industrial employment.

No question that the foregoing standards of service mark advanced ground for the Industrial Press as it stands to-day. But the business press, like all other forms of social, political and business development, is subject to the laws of progressive evolution. If the accepted standards of business practice in use to-day were compared with the uses and abuses of half a century ago the developments of higher standards of ethics would be plainly apparent. These advanced standards do not necessarily mean that the business man has ascended to a plane of advanced morality but it does mean that the principles underlying good business are better understood and the old saying, "Honesty is the best policy," has been found to not only soften the cushion for an elastic and vibrating conscience but it is found that the principle adds to the cash surplus and tangible assets of the business.

In the same way the Industrial Press has struggled up through all sorts of misdirected, stupid and illogical endeavor to a true realization of its real mission, and a more intelligent use of the privileges and principles which form the foundation of its success. No apology, therefore, is offered for depicting, as the foundation of its successful enterprise, many of the facts of every successful enterprise, to which may be added, with all certainty, that while all the publications of the Industrial Press may not embrace all the principles involved in the modern development of these institutions each has undoubtedly adopted, as the foundation of its successful enterprise, many of the facts which establish the correct relation between the publisher and the industry which he serves.

## The Technical Paper and the Manufacturer

Fifth Lecture in the Forum in Industrial Journalism at the New York University, April 14, 1915

By JOHN A. HILL President, Hill Publishing Company.

The relation of the technical paper to the manufacturer is a rather difficult and complex subject, especially after Mr. Swetland has told you the relation between fields and papers. In technical publishing, the manufacturer is the field, or a large and important part of it. Now, I never studied journalism except in a newspaper office. I never even attended a lecture on the subject, much less gave one, so you must not expect the wisdom of an oracle. I have, however, had some experience and shall call your attention to a few ideals to aim at (and point out a few dangers to avoid), that have been fairly successful in the concern I work for.

I take it that none of you expect to be manufacturers, but do hope to be employed in newspaper offices and may become publishers later on. Therefore I shall talk to you just as if you were a lot of young people who were starting out to make a living in the trade or technical paper field.

Now, I am not one of that vast army of men who declare that *their* particular field is overrun and no good. The technical newspaper field is good, and needs brains and energy and initiative and hustle, just as much as ever, and the rewards are just as sure, and liable to be larger. Welcome to the craft!

It always make me smile to hear a master workman announce that he wouldn't want a son of his to learn his business—I wish I had one that wanted to learn mine.

I'm not afraid some bright young man will take my place—I'm afraid he won't.

Don't be misled by some people calling publishing a profes-

sion. Publishing a technical paper is business—a part of the business for which it is published. The "American Machinist" is not so much a part of the publishing business as it is a part of the machine-making business.

Never be above your business, but a part of it—as important and indispensable a part of it as you possibly can be—and remember, your business will not be making a newspaper so much as it will be the establishing of a clearing house, a board of trade, in the field it represents.

You will not accept a position when you tie up to a publisher—you'll get a job.

You can probably learn more of all the phases of the publishing business in a small office. It is the place for the development of the all-round man, but the all-round man had better stay in the small office after he has got round enough. Large publishing houses do not know what to do with an all-round man. This is the age of specialists—the publishers want cracker-jack advertising solicitors, real editors, producing subscription-finders, painstaking make-up men, honest office managers and good clerks and bookkeepers.

.The only place for the all-round man is as the publisher himself; and then he is liable to be more or less of a nuisance to the department heads—his middle name is Buttinsky. I know; I'm an all-round man myself.

A small paper may have just as high ideals as a big one, but it is more liable to be fighting for the right to live, and often obliged to do things the easiest way or starve. Such conditions generally mean the starting and developing of pernicious practices which, like other bad habits, are hard to get rid of later on, either for the papers or the men who have been trained there.

But, you are not all going to be publishers right away. If I thought you were, I would not go home to-night, but go back to the office and get to work. I like some competition, but prefer it retail rather than wholesale.

Don't get the notion that there are better opportunities somewhere else. It is useless to go West seeking new land when half your own State is vacant, and nearer markets. There is no publishing Eldorado, no place best to go into the business. Take the work nearest to hand and do it better than anybody else, and you will get on!

If you want to be an adwriter, write some ads for anybody you know, the grocer or the plumber. Write 'em good enough so that they will print them in some paper; the newspapers want to find young men who can write ads and get people to publish them.

You can get a better hearing in a publishing house with a few samples of your own work, than with a testimonial from your Sunday School Superintendent.

If you aspire to an editorial position, write something that an editor will want to publish, and present it; it won't be long before the editor and the proprietor will be watching you, and making noises like a salary.

Cultivate vocal modesty, but make yourself conspicuously useful.

Don't wait for opportunities—make them.

The publishing world may owe you a living—but you have to collect the debt yourself.

The technical publishing business consists of three visible principal divisions of work. The management, the editorial, and the selling departments are visible. Each of these has minor departments of its own, all important, but tributary to the main department.

The management concerns the details of the physical production of the paper, and its relations with its customers—all departments are under its general guidance.

The editorial is the life blood of the publication. Its conduct is as important to the paper as a well-behaved heart to an athlete.

The selling department disposes of the work of all other departments. It is both the digestive tract and the food supply.

But back of all and greater than all, is an invisible department which I would call the spirit of the paper. It is vested in the controlling ownership.

It should hold itself responsible for the character and honor and reputation of the publication.

It is the conscience of the institution—that one thinking mind which forever asks itself, "Is this right?"

The management may be the brains, the editorial the heart, the advertising department the digestion, and all the minor departments the arms and legs and eyes and ears of that peculiar institution, a technical paper; but that invisible, responsible, controlling conscience, is the *soul* of the whole thing.

It may seem strange to you, but most technical newspaper diseases originate in, and concern, this soul department. For there are good, bad and indifferent souls.

Most of the weaknesses, most of the wrong practices, most of the crookedness, meanness, injustice, arrogance and fear

shown by any paper are caused by the wabbly soul behind all the outward show of what, but for it, might be a great institution.

I refer to this responsible soul as one—and it always is; real responsibility is never plural.

Battles have been won by poor generals, but never by a debating society.

Councils of war always vote for retreat or surrender—that is what they are called for.

Behind every successful army and every successful engineering paper, is one mind that grimly stands and says, "I will."

When this soul is healthy, it may inconvenience some of the other departments, it may sacrifice some temporary advantage, it may choose to lose money, rather than make it, but with an eye single to the upbuilding of the character and honor and usefulness of the paper that soul department of one man forever guides the enterprise forward, and toward the port of success, slowly perhaps, making detours, but forever coming back to the pole star which guides true.

These souls are not inherited, they are not born—they grow. And you may become a good one if you have the right stuff in you and you let it come out. If you have the right stuff in you and don't let it out, you will become a punk soul and a bad spirit.

Of course, you cannot become the soul of any proposition right on the start—there are no amateur souls—so you will naturally get into the other departments, minor ones at first, and then into one of the three principal divisions.

Here are a few random thoughts on the work in each which might give you a suggestion or two:

#### The Editorial

It's a particular job for instance to be editor of anything, but an editor of a technical paper has to be more than particular—most of 'em get fussy.

A technical paper should be the air scout of the business it tries to serve. The men engaged actively in the business of, say, mining, are too busy to travel or correspond with many of their colleagues—the technical paper does that. It should be a clearing house of ideas for the improvement of the business as a whole, an arena for free, frank discussion of all important subjects—the editor presides, he is a judge not a dictator.

A technical paper that does not teach its readers how to do

things in their particular line, better, cheaper or faster, has no excuse to live.

Editors must make the reading of the paper pay the readers. Technical papers are not read for entertainment, but technical information can be conveyed in an entertaining way. One of the greatest scientific books in the world, Tyndall's "Heat—a Mode of Motion," is as entertaining as a novel.

Putting the human interest into it does not detract from the value or accuracy of the technical information you wish to convey and impress, a pat example or a happy simile will keep the facts ever green in the memory and amuse the reader enough to make the whole thing palatable.

The immortal Chordal amplified the rule that the friction of a bearing is governed by the load per square inch on the projected area, rather than by the size of the bearings, by showing that a brick pulled across a board would bring a spring scale pointer down to the same place, no matter whether it was slid on its flat side, on the edge, or on the end—the brick weighed the same and produced the same amount of friction, no matter how it was placed.

Thousands of mechanics in this country remember the brick and the rule, who would never have remembered the rule itself.

Few of you know how many days there are in October without remembering that old, indispensable,

"Thirty days hath September, April, June and November," etc.

Telling a story of how Danny Dugan, Jim Skeevers or John Smith did a thing, or figured themselves out of a difficulty, will be remembered and can be visualized much better than a mathematical statement could possibly be.

An established paper with a reputation is an engine which can do much good and much harm. Maybe editors ought to be licensed like other engineers.

Editorial utterances must be verified and guarded with eternal vigilance—all the readers are on the jury. If you do not think they are awake make a mistake or misstatement and see how quick and sharp you get called.

An unjust insinuation, a criticism from a writer without full information may do great injury.

Prejudice, narrowness, indigestion, cocksureness, conceit and ingrowing dispositions should not be allowed in editorial chairs. If you aspire to editorial honors—and no man should be, or generally is, honored more than the conscientious editor of a technical paper—saturate your soul with the meaning of the word "helpfulness." Like the Soldier King of France, inscribe upon your banner, "I serve."

Editors should be selected from direct descendants of King Solomon and his first wife—experience is invaluable.

Editors have to fight the college professor's disease of ossification—of staying too long at the graduating exercises—of stopping satisfied at first base.

All the arts and sciences are progressing so fast that the weekly papers can scarcely keep up with them—they can only give a moving picture summary of important events. Nothing stays put.

The editorial mind must be open, it must love the truth, seek the new and be willing to forget the old when it is superseded.

Being an editor of a technical paper for a year will drown a man in his own conceit—or take it all out of him.

No man can be a successful editor who has not something of the schoolmarm in his blood.

Teachers and editors often forget, however, that the pupils to whom they can do the most good are always coming to them, and leaving when they have been helped a little.

Many editors educate themselves beyond the capabilities of their readers to understand; they forget that they themselves are the only ones continuously in school. Keep in touch with the work in your field.

No editor who sticks to his desk can hope to be a success; he must go after things as well as sift the voluntary contributors.

Technical papers must aim at the men who do things—men who are responsible for results; they need and seek information, and use it, and appreciate it.

On the other hand, technical papers must be edited with the assumption that the audience knows the fundamentals of the business.

Kindergarten papers cannot accomplish much. The readers are not in responsible positions, they do not buy things nor influence buying, the advertiser will not pay for them, and they themselves cannot support a paper without advertising.

An editor must not be above his business, and the readers and advertisers are part of the business. He must give the news—that which originates with the advertiser just as much as that originating with the reader. Let him, however, use a little of that blood inherited from Solomon to pick and choose, select

news and avoid the concealed advertising which the advertising manager offers him—syndicated from Dan to Beersheba.

The maxim of the editorial department should be the one word "accuracy," but make it interesting as well as accurate. The multiplication table is accurate, but it is not interesting.

#### Now as to Management

In the managerial department are all the people who are learning the business. These minor positions are very important, for from here come most of the men who will hold responsible places on the papers of the future.

When you connect with any job here, you have all the start necessary. Make that job shine. Don't worry about promotion much, nor get palpitation of the wishbone.

More than thirty years ago I ran a daily paper in Colorado and remember one morning as I came in, the foreman was hiring a boy. He had a bright-faced little Irish kid before him. "Now, young fellow," said he, "if I give you this job there must be no fooling, you got to work." "Say, mister," replied the boy, "if you gimme that job I'll be a regular came!!" "Wha' d'ye mean, camel?" asked the foreman. "Well," with a grin, "a camel's got a hump on hisself, ain't he?"

Chances of promotion are good, publishers are not trying to hold back their employees, they are anxious to push them ahead as fast as they show they deserve and can stand responsibility.

Every responsible position in our concern is occupied by a promoted employee. Our vice-president and general manager started as an office boy at \$2.50 per week. Every paper manager came up in the house. Our treasurer and secretary were bookkeepers, our assistant treasurer is a woman who started as a stenographer in short skirts and a short salary—we are a co-ed institution.

Nothing but work and persistence counts, there is a great temptation to transplant oneself for a few dollars a week extra. If you are working for dollars only, this is all right. Don't move except for a better chance to grow—but be sure the new ground is favorable for healthy growth.

The young man who makes-up the paper may so conduct his work as to make permanent or to disgust any advertiser.

The paper manager, the make-up, the adwriter or any other employee who writes a letter to an advertiser becomes the concern itself to that customer, and should conduct his business with that one thought in mind. The cleverest advertising solicitor in the world cannot hold business against indifference, carelessness, freshness and stupidity in those who conduct the office details; if you are in this department, remember it is your place to keep the business after it starts. The house depends on you to satisfy this one particular customer, and give him a service which will bind him to the paper with bands of steel. Study letter writing, it is vital.

If the humblest track man neglects his work, the Limited will come to grief, even with the best engineer at the throttle.

One of the pitiful things in newspaper life is for a young man to get an office job—one that he dislikes, but finding no other he settles into it—and is lost.

Most of this comes from the fact that he hates the job, does just as little of it as he can, watches the clock to escape from it, gets pessimistic, loses hope, accumulates responsibilities and perhaps a few gray hairs and before he knows it is tied to a \$10 job for life, a disappointment both to himself and his employer.

The only difference between a rut and grave is that the rut is longer. Keep out of ruts.

Before you start in, try to pick out the kind of work you like to do, not the kind which pays best, but the kind which is a pleasure to you. Then analyze yourself to find out if you have the mental equipment to make good.

Be merciless in this self-examination, don't fool yourself, this occupation question is like marriage—for keeps. Corns or Cancer, you want to know just what your handicap is, if you have one.

Ignorance is not a handicap—you can learn. Poverty is not a handicap—you can work. Look out for fear—turn every "I can't" into "I can," if it is humanly possible. Beware of the hook worm—the microbe which produces "that tired feeling."

If you have the selling instinct, develop it, study selling and try to fit yourself for an advertising salesman, but any work you do in office positions will do more to fit you for the road than any correspondence course. By contact you will become familiar with the product you expect to sell and this is all essential.

If you have a head for details, a good memory, industry and imagination, aim toward managership. Imagination is absolutely necessary in a good manager, he must have the ability to dream, but he must also have the initiative to make his dreams come true. Initiative alone is forever busy doing things, good, bad and indifferent, a man with initiative and lacking imagination needs

a manager. The man with the vision and lacking initiative lives in the clouds and makes everything foggy in a newspaper office. Take your dreaming by degrees. Men never make much progress by dreaming too big, dreamers of this kind run the government and reform the world in every little grocery store and harness shop in America.

You will start in some minor place on some paper, and let me advise you to think of that place only. Fill it as it has never been filled before, and then study the work in the next best place.

No fireman was ever promoted because he was a good engineer, but because he was a good fireman.

If you are looking for a soft job and short hours, don't go into the publishing business and expect to get beyond the job of night watchman. Publishing any paper which is worth while means that all is'ers on the job must keep wide awake—eight hours a day is for the office boy not the manager.

Get all the information you can by contact with other people in your • line, talk and listen—especially listen. But do not listen with your ears alone, listen with your brain. Sort and sift what you hear and try to apply it to your field and the people in it—but try it backward first. Ask why it won't work as well as why it will.

Reason out things and come to your own conclusion as to what ought to be done—and then do it.

Don't ask too much advice, you can always get a unanimous vote *not* to do something.

Avoid jealousy and envy. Every act, thought and word about a competitor is a direct loss to your own paper—mind your own business.

Ignore competition and paddle your own canoe—the river is wide.

Live a decent business life, do things because they are right rather than expedient.

Every mouthful you eat and every rag you wear must come from the publishing business—keep it clean.

Crime injures the victim, the criminal and the community. You cannot do bad things in business that do not harm the whole fraternity as well as yourself.

Integrity commands respect for the paper that practices it and distinctly elevates the whole business.

Be a good neighbor—shovel off your own walk.

Remember the business day to keep it holy is a six times better maxim than that one about Sunday.

I do not recommend that you be goody-goody or open your office with prayer, you can even be disagreeable if you want to, but you can get the confidence of your customers, the admiration of your associates and the respect of your own conscience by simply trying to do the square thing as an everyday occupation.

Don't expect to set the world on fire—it's too green to burn.

Don't beat your head against the bars because your readers or advertisers do not come quickly to your way of thinking.

You must wean them to your way by patient, persistent attrition. You are not an earthquake, but a little stream cutting a path for yourself, grain by grain, against the granite of inertia and indifference. Don't dam yourself up, keep running.

Do not follow more precedents than you make yourself—and never fear to make one if you think you are right.

Originality and initiative are the only things which pay well in the publishing business.

Doing as well as the others is not doing well enough.

Each one of you has an individuality of your own—develop that—it's a harp with one string, but you can make it play a tune which cannot be duplicated.

If you ever get into a responsible position, for Heaven's sake, do something first once in a while—don't be a "me-too." Get yourself and your paper marked "Original" not "Duplicate."

## The Selling End

A technical paper has but two things to sell, subscriptions and advertising space. Selling either successfully calls for all the ability anyone can carry. The subscription campaigns call for genius in devising plans and carrying them out. Mail-order subscription work requires constant invention of new schemes and endless patience and persistence, besides a painstaking keeping of records and results.

A subscription list is a list of names and addresses and its care is only routine, but technical papers can no longer be content with mere lists of names but must select them so that they will represent buyers to the advertiser. Direct salesmanship in the subscription field needs men with traces of the census taker and the detective, to find the right man, list him and his business and secure his subscription.

Men who can sell advertising are loved by the publisher and married into the family whenever possible.

Advertising is the visible means of support, if there be any,

of all papers, technical included. Were it otherwise, the two dollar paper would cost twenty dollars and not be worth two—because advertising is as useful and as necessary a part of the real information the worth while reader must have, as the text.

When a reader writes in that he doesn't like the paper because it has so much advertising, it is a sure sign that his name on the list costs more than it is worth.

No shop superintendent, no mill or mine manager, no civil engineer in charge of work, can be even fairly well posted on the best and latest things with which to do his work either better, faster or cheaper without reading the advertising of a good paper in his field. Advertising is edited now almost as much as text.

Advertising in technical papers must aim at permanency and repeat orders. Billboards and dodgers and sandwich men appeal to the immediate, one time, transient trade—like a new restaurant or a side show.

Selling advertising must be on the basis of a service rendered which will make the salesman welcome when he comes next year.

Gravestones and cemetery real estate are sold but once; if you lie to the buyer or cheat him, you may get away with it—but advertising contracts expire and must be renewed if the paper lives.

Promise only what you can perform, give the advertiser a square deal, not a lot of chromos and concessions; make his ad pay him, and the renewal and increase will come easier.

All buyers are "bears"—they seldom let the seller know they are pleased with his goods. They all come from Missouri—advertising men must not be discouraged at all they say.

Very few things are bought nowadays—they have to be sold. Did you ever know of a man who went into a life insurance office and announced that he wanted ten thousand dollars' worth of insurance? No. Yet every sensible man knows that insurance is desirable, even necessary, for him to have. He makes the agent sell it to him—convince him of, and explain all its advantages.

Though you make the best paper on earth, you will have to convince the manufacturer of its worth and sell him space—few of them will come to you; if one does, Burbank him—his kind needs propagation.

#### The Manufacturer

I ought to at least reconcile all this advice I give you with the subject of my talk.

What has the manufacturer to do with all this?

Very little until the technical paper connects the manufacturer with its readers. That connection must come through the papers, not the manufacturers, for, as I have told you, the paper is the seller and must make the approach.

The technical paper in any field is a part of the distributing machinery of the manufacturer, just as salesmen are.

To be sure, a manufacturer may decide not to use salesmen, just as he may decide not to use advertising—but such a man cannot compete long with the live ones who use all means of salesmanship and distribution.

The technical paper must be prepared to sell its services both to those who want and those who think they do not want them.

One of the greatest improvements in the usefulness of technical papers will come with the education of the manufacturer to the proper use of the space he pays for.

When he spends time and money to get the truth about his goods written in plain, straightforward, sink-in English, his returns will increase.

When he cuts out the attempt to bluff or wheedle the publisher into printing puffs for his goods, and toots his own horn to his own grandstand, the more returns he will get.

When he strangles the advertising experimenter who designs advertising with freak borders, screaming type, irrelevant references and surreptitious attempts to father illegitimate literature, instead of telling plainly how and how much corn this particular machine can shell, the more shellers the manufacturer will sell.

When the larger manufacturer is made to realize that he is not advertising his business for sale, he is not trying to sell vignetted half-tones of himself, he is not trying to sell a set of all his products to each reader—he will get more returns.

Many manufacturers look with favor upon an advertisement which spreads its ample folds over his whole establishment, like a mother hubbard, covering everything and touching nothing. You must teach him better.

An advertisement should offer but one thing at a time.

Any article worth advertising deserves all the space and words and pictures in that advertisement for but one thing—to help sell that particular article.

No girl ever became engaged because she introduced all her

brothers and sisters, with an intimation that they would live with her when she was married.

Manufacturers must be shown that the page is a good enough measure of advertising for any one article, but is no measure at all for the advertising of a concern making many things. He should be convinced that he ought to advertise each article as if it was his only product.

Some things will not need as large a space as another—vests take less cloth than frock coats. Some articles have too small a sale to stand much exploitation. Others need a great deal.

Technical papers will make a great stride ahead when they stop manufacturers from trying to yell their names and addresses into the business telephone. Too much space is wasted in big firm names and addresses. Make the talk about the goods so interesting and convincing that readers will see a modest address.

There are great improvements in advertising necessary and some of them will come soon, for example:

Take any technical paper, take the best one you can find one of ours—and read the advertisements. Then put yourself in the place of a man in Idaho or Mexico or the Argentine, who is at last convinced that this or that particular machine would be worth while for him, then try to get some specific information from that advertisement about that machine. How big is it, or how many sizes do they make anyway? What capacity has it? How much does it weigh? Does that motor come with it? Where is the nearest agent? Is that side frame steel or cast iron? How do you change jaws with that shaft where it is? etc., etc. You won't get definite information in one ad out of a hundred. You will get a collection of praiseful adjectives, a dissertation on why you will get hopelessly beaten unless you get this machine before your competitor wakes up, some testimonials, and maybe a coupon to send for a catalogue—if you have time. And the catalogue won't tell you what you need to know, like as not, when you do get it.

Now advertising is and can be more direct than that, more useful to the reader, more definite. Describe the goods, reduce the brag. Edit each ad until it conveys interesting, useful information, in the fewest possible words.

This education of the technical publisher folk, and the manufacturer, is your work, you younger men and women coming into the technical publishing field—commence by going to night school yourselves.

The manufacturer has to be educated, and the technical papers must do most of it, but their makers have not yet gotten

out of the grammar school themselves—and are only a grade or so ahead of the manufacturer—not yet licensed to teach.

Advertising is a part of the great commercial system of this country and it must have tremendous capacity for good, or it could not survive the well meant amateur doctors that dose it with nostrums of their own devising.

The good technical paper has one advantage that no other form of publicity or sales force can have, and that is the interested attention of the customer when his mind is on the subject of his business.

In the first place all readers of technical papers are busy men of affairs. They read the paper, not for entertainment, sport, politics or religion, but to keep posted on their business. When they read of work in the text the advertising shows them the details of the equipment the work was done with—it is all germane to the subject.

Make the manufacturer realize this.

It is well to make friends of your customers, but friendship alone is a poor basis to solicit business on—business is business.

Every transaction between a technical paper and an advertiser should be mutually satisfactory and profitable, then it can be permanent.

If the editorial policy makes the paper profitable to the right kind of readers, the readers will make it profitable to the advertisers, and the advertisers will make it profitable to the publishers.

Now none of these things I have recommended to you is impossible of attainment.

None of them is very hard to do.

Almost every publisher tries to do some of them, but if all you young people went into the work determined to do all of them all the time, another decade would see you in charge of every department, from Soul to Syntax, on every good technical paper in America.

And, the publishing business would compete with heaven as a place for you to live, while we older publishers could wrap our preferred stock about us and lie down to pleasant dreams.

# The News Service of the Trade and Technical Press

Sixth Lecture in the Forum in Industrial Journalism at the New York University, April 28, 1915

By W. HETHERINGTON TAYLOR *President*, David Williams Company.

Business is operated by an extremely complex system—dependent on news to furnish energy, just as your body is dependent on blood, to furnish your energy. Without blood your body would die. Without news, organized business would die. Just as your arteries carry tissue-building corpuscles, so does the trade and technical press carry business-building news.

Your body demands clarified, energized blood. Business demands clarified, verified news—not the hastily collected, unverified kind but the kind so reliable that the business men will know by the facts published, whether to buy or sell a Woolworth building, a railroad, a ton of pig iron or a pound of nails.

The news sense of the trade and technical journalist must be no less acute than that of the daily journalist, but, as we shall see, news standards, and news values, in the two lines, are different. Let us take a moment to enumerate the classes of news with which the trade and technical press chiefly deals. We shall give a very important place, in the case of the trade journals, to news of the markets, and of this, more in detail, as we proceed. If the paper has to do largely with manufacturers, it should have much to say about the instruments of production, and their economical use, in manufacturing processes; to new methods of manufacture, and new systems for dispatching or expediting business; to the problems of management, including efficiency in selling, in handling of men, and in all the details of shop organization and operation; to developments in research, and in the technical progress of the industry, as, for example, metallurgical progress in the steel trade. Another department of news which requires infinite patience in following up has to do with new enterprises, and enlargements of existing enterprises, in trade and manufacture. Here is a mine, rich in business-getting possibilities to the reader. Trade conventions, which in their modern development, have come to wield a widespread influence, should be carefully reported. Now that government is having so much to do with business, the merchant and the manufacturer look to the press, in their respective trades, for well-digested news of legislation, proposed or passed, directly affecting their interests. The relation of employer and employee, and labor developments in legislation. and in judicial decisions, should have careful attention, in their bearing upon wage standards and cost of manufacture. News of the export trade should be handled in a way that will lead to its largest expansion, which will mean that the trade paper must point out opportunities for business in new markets, and must further, in every way, the enlargement of the home manufacturer's trade abroad. Personal news, properly treated, should prove one of the best departments in the entire paper. Members of a trade are always keenly interested in what has happened to their colleagues; but personal mention should never be frivolous, and obituaries should not be too minute, nor should they be effusively eulogistic. Changes in firms, or ownership of companies; removals of business houses; new offices opened; new representatives appointed-all this, and kindred information, is highly valuable, bearing about the same relation to a business that personal news bears to the individual.

As a basic principle in its handling of markets, for example, the trade paper serves both the buyer and the seller, when it sets forth in its reading columns trade conditions exactly as the editor finds them. It is in no way the duty of an editor to publish his personal opinion, as to whether the market price on any commodity will be higher or lower next week, next month, or next year. It IS his duty, however, to give all controlling market facts. He should give all information obtainable, concerning representative transactions. But above that, he should be an interpreter of transactions. To show the trend of things, that the reader may know when to go into the market and buy, is the height of good market reviewing, but is a height, to be sure, not always possible to attain. Then, apart from the weekto-week review of trade developments, there should be from time to time the broader survey, in better perspective, from which he who reads between the lines can determine, with some definiteness, whether trade conditions are favorable, or not, for enlarging operations.

So you see a very great responsibility rests on the editor of a trade or technical paper. He knows, only too well, the master he serves, and how swift and sure will be his punishment if he cannot maintain a high standard of accuracy or fails to live up to his opportunities. His master is the buying and selling public, in whose hands is the decision as to whether a trade paper is fit to live.

To give you some idea how effective public opinion is, more than 95 per cent. of all trade papers that have been founded, have been put to death, and out of that mortality has grown this epigram: "Any fool can start a trade paper; they stop themselves." So, you see the position of editor carries great responsibility. It requires a man—not of the skim-milk kind, or just a type. He must be a personality—not a mere person. He must have backbone, courage and unflagging energy to become a personality, because to become a personality, means work, work, and then—more work.

The successful trade and technical publication is handled by trained editorial experts, most of whom are devoting their. lives to their chosen vocation. The blacksmith at his forge, the weaver at his loom, the engineer, either in the field or in the office, the works manager, the retail merchant-whether it be dry goods, groceries or hardware—each has his special trade or technical paper. He subscribes to his trade paper, because he wants to keep posted on everything doing in his special field. He demands, and expects to find, up-to-the-minute news of market conditions, inventions, shop or store practice, improved processes, and all the other matters enumerated above. And last, but not least, he wants to know as much about his competitors as it is honorable for him to know, because, if he is thoroughly alive, as a business manager, he must know how to meet competitive campaigns, not only in selling, but in manufacturing.

The trade and technical papers are rendering a service to readers, who are highly efficient and are experts in their several branches of business; who are trained, by both education and practice, to an exact knowledge of what they need. The editor's market reports must therefore be as accurate as human endeavor can make them. He must know when an invention, or a new process, has true merit, and how best to describe it for the benefit of his readers. He must cultivate initiative and develop ideas that will fire ambition and create enthusiasm, which means first, last and all the time, that he must know his readers. He must know what his readers are thinking about, and he must

learn to think in terms of their business. Then he must put in his paper what will positively help them in their business. One view of the function of the trade paper has been epitomized in the saying—"The test of the value of an article is whether it tells the reader how to make a dollar or save a dollar." From the news standpoint that seems a narrow and mercenary standard, but it will have a better sound if we stretch it to include everything in the way of news which broadens the reader's view of his field, and better equips him to meet competition and to satisfy his customer.

Trade paper men, as we have indicated, occupy a peculiarly confidential relation to their subscribers. While daily journalism has been growing more and more impersonal, trade journalism has developed the personal factor into more and more of a power. This desirable relation, or good will, can only be established after years of service; in other words, the paper is tried out by the subscriber, and if it is a worth-while paper, he expresses his approval by renewing his subscription. You can get a pretty fair estimate of a business man's ideals by the trade paper he reads.

It is not my wish to make invidious comparisons, but it seems to me that the leading trade papers in any given field render their industry a far greater service than any other class of publication renders to the field of its adoption. A trade paper is really a pioneer. It must not only be the means for the dissemination of knowledge in old established communities, but in newly established communities as well.

If the subscriber is a manufacturer, he is always on the lookout to find ways and means to reduce his manufacturing cost. He wants immediate information on every labor-saving machine that may be invented. Millions of dollars are invested in textile machinery in this country. It is said, if a machine could be invented that would reduce the cost of manufacturing textiles two and one-half per cent., that the machinery now being used would have to be thrown out to be replaced by the new invention.

The shop manager searches the trade and technical press for ideas that will make his factory more efficient. The sales manager expects his trade paper to keep him thoroughly posted in regard to the best market in which to sell. He must be thoroughly posted on prices; he must keep up to date as to the latest and best method of advertising for the reason that he learned long ago that goods well advertised are more easily sold. The buyer for the concern reads his trade paper so as to be thor-

oughly posted as to when and where to buy and what price to pay. And right here I want to emphasize the importance of the care that must be taken in furnishing the figures that establish the ruling market quotation. As the condition of the market is influenced by supply and demand, it is necessary to establish the actual price at which a certain commodity is sold, and if doubt exists in the reporter's mind, he must get verification. It is also necessary for the market reporter to know whether or not a sale has been forced by unusual conditions, such as a sheriff's sale, or a wash sale to influence the market.

And at this point we face the question: Does it take one or more than one sale to establish a market price? To my mind, if a sale has been made, and competition meets these prices, then the reporter can report that goods can be bought in this particular market at the prices quoted, thus establishing a market quotation, but great care must be exercised, or much harm will be done, either to the producer or to the consumer. If the quotation is less than it ought to be, then you are forcing the producer to sell his product for less, and giving the customer an unfair advantage. On the other hand, if the market quotation is higher than the actual market, then the producer has the advantage and the consumer is made to suffer.

To illustrate: About a year ago the "Iron Age" reported a sale of a large amount of steel at a price slightly lower than had been quoted for some time previously. One of the largest producers, whom we will call Mill No. 1, questioned the reliability of the price reported. They took the ground that no such sale had been made at that figure. Within ten minutes we had our Pittsburgh reporter on the wire. He reported that the sale had been made, and the correct price quoted. He was asked to get immediate verification, which he did. It seems that a buyer was in the market for a large amount of a certain kind of steel. He wrote to several producers for figures. Among the quotations furnished was one from Mill No. 1, who had quoted the exact figures that the buyer finally bought the steel at, only he bought it from another concern. The seller had the inside track, and was told that he could have the order, providing he would meet the price quoted by Mill No. 1. So you see Mill No. I was really responsible for breaking the market, and if they had stood firm, and quoted the market price, it is doubtful if that lot of steel could have been bought at less than market.

Great care must be exercised in the selection of the men who gather the information on which to establish a ruling market price. Many of the men whose duty it is to get the facts on which the iron and steel and the machinery market reports in the "Iron Age" are based, have been engaged continuously for a long term of years.

I know of no reporting in the wide world where a higher degree of care and intelligence is required, for the reason that a mistake may cost somebody enormous sums of money. I'm sure it will interest you to know that millions of tons of iron and steel are sold under contracts in which it is specified that the buyer will pay and the seller will accept the prices quoted in the "Iron Age." To illustrate: The New York Chilled Plow Works, in making up its budget for its year's supply of raw material, discovers it is going to need 5,000 tons of pig iron every month for the next ten months. To make sure of getting this raw material, they go to the American Iron Company, who agree to deliver to the factory of the New York Chilled Plow Works, 5,000 tons of pig every month for ten months. New York Chilled Plow Works agrees to pay, and the American Iron Company agrees to accept, the prices quoted in the "Iron Age," and although millions of tons of iron and steel have been sold on just such contracts, so far as I know, not a single, solitary contract has been repudiated.

In the matter of news standards, the trade press and the daily press have both contacts and differences. Never forget that a matter of common knowledge is not news, and that the moment news matter reaches its destination, it ceases to be news. This limitation points out the ever present Nemesis of all news-

papers, the element of time.

The trade journal is the distributor of commercial information upon which transactions of large importance are based. It acquires authority in the industry it serves, not because it is always the first to make reference to new developments, but because it establishes a maximum of accuracy. It must always vie with the daily press in enterprise, which in the case of news matter means publication quickly, or when it is news—but the trade paper must always make promptness of publication secondary to accuracy. In other words, it may be forgiven waiting to get proper verification of a report, but to print incorrect and misleading reports is unpardonable. It can lose more reputation by a single, glaring mistake, than it can gain by a dozen strokes of enterprise in as many issues.

In the trade journal field, accuracy means not only a correct statement of fact, but a representation of news with a correctness of perspective as well. This involves a knowledge on the part of the editor gained from broad and intimate acquaintance with the business mechanism of the industry his paper serves. It is true, with rare exceptions, that the editor of a trade paper knows in what manner news should be presented to the trade, so that its correct significance shall be transmitted, better than does the trade itself. As the circle which the news medium serves grows smaller, the sources of information and the readers are more clearly defined. Their relation with the paper grows correspondingly closer, and the frequency with which news is interchanged between the source and the destination increases in like degree, with this result, that the trade paper which serves the small circle of its own industry, not only obtains its news from the same sources, year in and year out, but its sources of information are also its constant readers. Under these conditions of intimate contact, an error of fact, or judgment, becomes an unerring boomerang. There is thus a constantly impending responsibility, so direct that it has no counterpart in any other field of news distribution.

If you would have proof positive that this partnership of the reader and the editor, is vastly more influential in business journalism than was the fact only a few years ago, find out what it is costing any successful trade or technical journal to-day to maintain an editorial organization and to buy contributions and news service. Some of them have doubled their editorial outlay since 1900.

We shall get a better idea of the difference between the news standards of trade and technical journals, and those of the daily press, if we take a concrete example. On the morning of August 30, 1907, the daily papers, all over the world, told of a disaster in which the great bridge that was to span the St. Lawrence at Quebec, fell into the river when half finished, a hopeless wreck of twisted steel. The general public was intensely interested in the details of the accident, because eighty engineers and workmen lost their lives, and because the longest, single span, cantilever bridge in the world had collapsed in the builders' hands. Its interest was just like that of the general reader in the news that 800 lives had been lost by the burning of the Iroquois Theater in Chicago, or by the sinking of the Titanic. Bridge builders and engineers knew, like all of the rest of the world, that the Quebec bridge had fallen, but they could not find from the daily papers what they most of all wanted to know, namely, why the bridge fell. That remained for the trained experts of the engineering publications to tell. In five business days after the accident, the engineering papers appeared with a veritable volume on the Quebec bridge disaster,

liberally illustrated with sectional drawings, strain sheets and half-tone views, giving as the result of their editors' investigations on the grounds, an explanation of the cause of the failure, that was substantially borne out by the later official investigations.

Another more recent illustration: On December 14, 1914, the fireproof factory buildings of Thomas A. Edison, located at Orange, N. J., were destroyed by fire, leaving only the bare walls. The morning papers the following day gave long accounts of the spectacular features of the fire telling also of the magnificent courage of Mr. Edison in deciding to rebuild at once. This was news, of course, but not the kind of news that the engineering and technical world wanted to know. They wanted to know why buildings that were supposed to be fire-proof should have been so quickly and completely destroyed. In less than a week's time the complete story was told and illustrated in nearly all the trade and technical publications. Not only were the defects pointed out but remedial measures suggested of great value not only to engineers, but factory owners and managers as well.

The trade and technical editor makes no appeal to his readers with the sensational, as is made in every issue of the daily press. The elements of misfortune and destruction, so prominent in the news of the day, weigh little with him, for the news he prints must be constructive. Accidents at industrial works, no matter how appalling, only have value to his readers as his account of them shows why such accidents occur, and how they may be avoided. The daily paper has finished with a boiler explosion when it has told, with some detail, how many lives were lost, and how a great manufacturing plant or power building was wrecked. It may be some days before the weekly paper devoted to power, brings out the evidence that improper handling by employees, or a defect in construction, or in the steel, was responsible for the accident; but the latter publication will be authoritative, and will give to boiler users and boiler builders invaluable information obtainable nowhere else.

While the business journal is distinguished from the daily newspaper in having trade and industrial affairs as its sole field, its presentation of such news should be marked by just as great independence, and by just as great regard for the interest of the readers, as is shown in the news columns of the daily press. If a new metal working machine is described in a journal devoted to machinery, the article must tell the reader not only what improved construction is embodied, so that his knowledge of the de-

velopment of the art may be increased, but it must tell the manufacturer in whose shop such a machine might be used, just what economy it would work in his operations. The fact that giving such details would also benefit the inventor or maker of the machine, does not rule them out of the article, though such benefit is no part of the purpose in publishing them. But in all that is said of new devices, for reducing cost of manufacture, or of new articles of merchandise which may appeal to the ultimate consumer, on the score of merit and price, the writer's attitude should be that of a judicial skeptic. He should tell what is new in the thing described, but, never for a moment, should he take the viewpoint of the seller, or forget that his function is that of reviewer and not salesman.

One of the great missions of the trade press, on its news side, is to bring to the average man, in any trade, be he manufacturer or dealer; to bring to the isolated concern, working out its own salvation away from the great centers of activity—the standards, the methods and the successes of the best brains in that particular trade. In what it does for the smaller operator, who is out of the main currents of trade, the business journal may be made a tremendous power in toning up the commercial life of the lesser cities and towns. Weeks of time, and thousands of miles of travel, would not give the isolated dealer or manufacturer, a tithe of the contacts with the best life in his line of work, that he is able to get by the thorough reading of a single issue of his trade paper.

I take it that you are anxious to ask how trade and technical editors become expert, and in asking that question you touch the very heart of the industry, for the reason that what the subscriber really buys, is the product of editorial brains. While it is true that a publication can be greater than the men who make it, it is equally true that small men never made great dominating journals.

Strange as it may seem, publishers are rarely editors, so it is up to the publisher to find his editors, and here is where the students of this university should be vitally interested. If the publisher is looking for a managing editor, it goes without saying that he must have for that work a man who, by long training and experience, has a highly efficient knowledge of the field his publication serves.

Now you ask: "How can I fit myself to fill a position of such great importance?" If the publication is published in the interest of some engineering or scientific field, it will be necessary for you to get an engineering or scientific education.

There was a time when any kind of a writer could get a job on a trade paper. In the old days, only one question was asked: "Can you write, and are you willing to tackle any subject either technical, scientific or general, found between the north and south poles?"

If there was one curse under the sun worse than another, from which the early-day trade and technical press suffered, it was the superficial writer—the man who pretended to know, and who could fill pages on any given subject without giving expression to a single valuable idea.

To-day practical training is necessary, some of which the individual can give himself unassisted:

FIRST, by keeping eyes and ears open. Always keep your note-book in your pocket properly classified and indexed. In this book you should have in course of preparation, ten or twenty important subjects on which you expect some time to write an editorial.

SECOND, by reading and studying all the books and papers bearing on these different subjects.

THIRD, go to every convention or association meeting you can reach.

FOURTH, get into the game yourself. If your paper is devoted to retailing, get behind the counter and sell goods. If your field is manufacturing, break into some factory where they are actually doing things, even though you are compelled to offer your services for nothing.

Practical knowledge is what you want; you cannot buy it with money, you cannot steal it. There's only one way to get it—earn it. Over the doorway of Jefferson Medical College in Philadelphia, is a Latin sentence, which translated reads, "The gods sell everything for work."

As a direct preparation for work upon a particular trade journal, you should get some acquaintance with its readers, or even with non-readers, in the field of that paper. The best object lesson that I know of would be to go out and sell subscriptions. You would soon learn what it is the subscriber wants to buy.

Nothing short of wide reading, persistent study, trained perception and ability to systematize, will ever make you, or any one else, a managing editor. Do not make the mistake that because you are a contributor you are fitted to be an editor. There is a difference, I assure you.

The future is rich in opportunity. Efficiency in production is only in its infancy. Just think of the waste of getting motive

power from coal. Fully ninety per cent. is lost. Fifteen years ago the steam engine was considered the most efficient method, commercially, of obtaining power from coal. Then followed the steam turbine. To-day it is the gas producer furnishing energy for the internal combustion engine. Who can say what the method of obtaining energy from coal will be fifteen years from to-day? Will the jitney bus take the place of the trolley car, and after the bus, then what? Will electrical energy be available directly from coal with the steam or the gas engine no longer used as an intermediary? Will the airship replace the steamboat? Who can doubt but some day passengers will be carried from New York to London through the air?

The motor-driven truck, with its great carrying capacity, is fast taking the place of the inefficient horse-drawn truck. This change alone will mean the rebuilding of nearly all freight houses and platforms to expedite loading and unloading of goods, as well as the building of well-paved roads capable of sustaining heavy vehicle traffic, in every freight yard where freight is loaded and unloaded.

Above all, is the development of the conservation movement, which seeks not alone to secure high efficiency from men, as well as from materials, but to utilize by-products which have formerly been allowed to go to waste.

Our methods of production are admittedly bad, but nothing compared to the faulty methods employed in distribution. Just think for a moment—a bushel of potatoes that the farmer sells and delivers to a freight car at his railway station for 75c. a bushel, costs you from \$2.00 to \$4.00 a bushel in your kitchen. A crate of eggs that the farmer sells for 25c. a dozen costs fifty, sixty and seventy cents a dozen in your home. Can you think of anything more inefficient, than to see fifty meat-delivering vehicles stopping before one apartment house delivering meat to fifty different families, when one delivering wagon would have done the work just as efficiently? I am told that it costs such stores as Gimbel Brothers, Wanamaker, and Lord & Taylor at least three cents on every dollar's worth of goods that they sell for delivery.

There is no country in the history of the world in which the growth, both in population and industry, has been as great or as wonderful as it has been in the United States. Nor has any country in the world a brighter outlook or a more confident promise of growth, and I think I can state, without fear of contradiction, that this country will maintain, or even improve its percentage in growth, over the last twenty-five years. Did you

ever stop to think what this enormous growth means to the agricultural and manufacturing interests? In 1915 we have about 17,000,000 more people in the United States than we had in 1905. These 17,000,000 people consume 68,000,000 pounds of farm produce daily to haul which requires 2,250 freight cars of 30,000 pounds capacity each. If they only buy two pairs of shoes per year, the shoe manufacturers have a market in 1915 for 34,000,000 pairs of shoes that they did not have in 1905. The same illustration can be applied to dry goods, clothing, hats and caps, and for every individual purchase, amounting to hundreds of millions of dollars. When you stop to think that our natural growth for ten years is equal to the population of two countries, each larger than Canada, you will get a bird's-eye view of our industrial and agricultural growth.

In your study of the future, you must ever keep in mind this law of growth. What was adequate ten years ago is inadequate now. Ten years from to-day we will find business methods that do not now exist, brought about by the inexorable demand made necessary by the great growth in this country of both population and business, and it is only fair to measure the future by the past. Business was never on such a solid foundation. We are leading the world in finance, manufacturing and commerce. Just as we have a growing betterment in business, so may we expect better business methods to succeed the old, and as the country grows, and develops in population and industry, so will the demands on the trade paper editor grow. The business world can depend upon the trade and technical press to do its part in this wonderful development. Its already highly efficient field service will continue to develop-always fully abreast, and ofttimes leading, the field in which it serves.

The trade and technical press stands for the American business man. It believes in his genius, his brain, his honesty and his integrity; that he is engaged in solving great problems, the solution of which will bring benefit to all mankind; and he will always find the business editor ready and willing through the columns of his paper to assist in every practical way.

## The Standards of Practice of the Business Press

Seventh Lecture in the Forum in Industrial Journalism at the New York University, May 5, 1915

#### By W. H. UKERS

Editor and Publisher, The "Tea and Coffee Trade Journal"; President, The New York Trade Press Association.

We are living in the beginning of the World's Golden Age—the age of Business, and its motto is EFFICIENCY.

Crowns and thrones are tottering in Europe. False prophets, false Gods are crashing about our ears. Churchianity has been weighed in the balances and has been found wanting. Only the ideals of the Gentle Christ remain. And in the market place men are asking, "Can a successful business man also be a Christian?"

#### A Permanent World Peace Guarantee

The answer has been given by a business man, a publisher, Herbert S. Houston, standing in the Congress of the Chamber of Commerce of the United States, when he urged that the economic pressure of the world's commerce was the most effective possible safeguard of the world's peace and that its application should be provided for as a penalty in future Hague conventions. Strange, no one thought of it before—a commercial embargo against any nation that shall raise its hand against a brother nation, a modern application of the Curse of Cain. Permanent world peace can be brought about only through the mediation of the world's business men.

#### The Golden Age of Business

"Ill blows the wind that profits nobody." Scientists, philosophers and statesmen are telling us that out of Europe's Guilty

Madness much good may come. Certain it is that out of this human shambles, with all its attendant misery and devastation, there is being born "Time's Noblest Offspring," the Reign of Reason, the World's Golden Age of Business.

Westward, ever westward the course of Empire takes its way. Here in America the stage has long been set for the Fifth Act in the Drama of the World's Economic Emancipation. The preceding acts have had for their heroes the soldier, the priest, the statesman and the lawgiver. But the hero of the Fifth Act is the Business Man. This is the modern crusader through whom the World is to be set free from Egotism, False Pride, Dreams of Dominance and that disease of nations which Dr. Alexander Maltseff, the Russian alienist, calls "bellicose psychosis, verging on paranoia."

#### Co-operation in Business

Ex-President Taft said, recently, in this city: "We are living, I am glad to say, at a time when the universal brotherhood of man is spreading. I say this now, when we are facing that terrible cataclysm in Europe. I think this last generation of material expansion and this chase for the dollar has made us feel a little ashamed."

The other day, in London, Sir Oliver Lodge, the great British scientist, said: "We are just barely emerging from the ruthlessness of savage competition." If competition was the keynote of the Fourth Act in the Drama of Empire, coöperation is to be the keynote of the great Fifth Act, with its declaration of Industrial Inter-dependence. The World Federation is coming and the Brotherhood of Man is to be made a reality through the coöperation of those who do the World's work, for "cooperation," says Henry Demarest Lloyd, "is business democratizing itself, garlanded, dancing and set to music, the Ten Commandments and the Golden Rule."

The spirit of coöperation is in the air. The business man of to-day needs no prophet come from some far-distant country to tell him that the really worth-while "prizes of traffic or State" are not "won through force or shrewdness, nor by deeds undone," but rather by intelligent coöperation based upon Truth, business honesty, goods of quality, service and scientific efficiency.

Signs are plentiful on every hand that business men are placing more value on the coöperative idea. The great problem which confronts every manufacturer is distribution, and distribution comprehends a knowledge of how to effectively break

through the wall of opposition which usually exists between strangers. Men who coöperate are strangers no longer; they are friends, and friends make for success.

Business men who think, know that there is no such thing as absolute independence. We are all of us interdependent in our business as well as in our social relations. We have come to set far greater store on the cultivation of those finer sentiments which, while they may lie dormant in some individuals. need only to be appealed to, to have them rise up in majesty to meet our own. One of the most significant signs of the times is the increasing number of organizations designed to do away with "savage competition" and bring business men together on more of a cooperative basis. Indeed, the cooperative idea has of late been making wonderful strides in America, where, as Tipper points out, there is no longer such a thing as a private action in modern commerce. The new humanism in business demands that "he who would be the greatest of all must be the servant of all." Capital and labor are coming to have a better understanding of each other's problems because of this, and service is now recognized as a fundamental principle of practical profits. There are other principles. Some day they will be brought together into standards of practice for every line of industrial effort because they underlie all efficiency.

E. St. Elmo Lewis has written a book on the application of the scientific method to business practice. From it we learn that all great men and all great businesses have their standards of practice. The principles of Bushido, simple precepts of right thinking and noble living, have made Japan what it is. The Constitution embodies the American standards of practice. Confucius formulated for the Chinese many rules of conduct that to-day govern you and me. The Ten Commandments are the Standard Practice Instructions of Moses to his people. Marshall Field was one of the greatest definers of methods in the merchandising business. The Wanamaker store policies are the up-todate embodiment of John Wanamaker's Standards of Practice. What American is not more or less familiar with Benjamin Franklin's maxims or Stephen Girard's honor standards? Thomas A. Edison finds time to formulate rules of right living. Andrew Carnegie's "Empire of Business" is filled with epigrams. Hugh Chalmers talks about "The Ten Best Things to Do To-day." Lincoln's rule "of the people, for the people and by the people" is nothing less than a formula. Roosevelt's speeches are full of rules. How many of you have not yet subscribed to Stevenson's creeds and prayers? Napoleon was a

manualizer—he knew how to codify and formulate. John H. Patterson has builded a city out of standard practice instructions.

Says Lewis: "No business is so different that it can ignore the laws of efficiency, as no business is so big that it can ignore the law of society. No man is so big that he can ignore the law and any man who says he is above the law is a fool."

### Defining the Standards of Practice

To-night we are to consider the Standards of Practice of the Business Press of America, the mouthpieces of that invincible army of men charged with the reconstruction of the World's industries and the rehabilitation of the World's commerce. This is our share of the white man's burden, and, as our chief magistrate has told us, sympathy for mankind qualifies us for the work. We are to inquire what these measures of value are, how they have been evolved and as to whether they are likely to prove enduring-for the task of those who march under them is no easy one, and unless they be practical as well as inspirational, they are likely to make the judicious grieve and cause the unskillful ones to laugh. It is important also that the young men, the students of business journalism, should know the story of these Standards of Practice and learn how they work out in practical application to the business of publishing class, technical and trade journals.

Briefly, the Standards of Practice are statements of facts in the publishing business and are designed to form a basis for the adjustment and regulation of that business. They take the place of a measuring rod. They have been evolved from the practical business experiences of hundreds of publishers who lived up to them, even before they had them formulated in their own minds. After all, value is an attitude of mind. Not that trade paper publishers are any better than magazine publishers or newspaper publishers, not that they are any purer or have a corner on the Beatitudes; what gave the charm to Eden was not the absence of clothes, but the presence of innocence. Most trade paper men are naturally honest.

## The Evolution of the Business Press Standards

The first American trade paper, the "Dry Goods Reporter and Commercial Gazette," published in 1846, had sufficient character to command the attention of no less a personage than William M. Thackeray. Charles T. Root applied the most

modern ideas of efficiency and service in the "Dry Goods Economist" twenty-five years back.

The "Railway-Age Gazette" allied itself on the side of business and social service in the early seventies. E. A. Simmons, standing in this Forum, has told you how the "Railway Age Gazette" achieved its success with Davy Crockett's motto for its guiding principle: "Be sure you're right—then go ahead!"

John A. Hill needed no Standards of Practice when he swung off his locomotive cab into the technical press field, but some of the things which he did naturally have been improved upon and are now embodied in the Trade Press Code of Ethics. Mr. Hill was the first to publish his circulation in every issue. He was the first among technical publishers to issue an advertising code, defining what can and cannot be done in advertising space, to the end that all copy shall be constructive and truthful.

H. M. Swetland from this platform has told that the secret of his remarkable success in the field of business journalism was to be found in the application of the idea that the special service of a class paper to an industry was to raise its standards of ethics, thus facilitating the disposition of its products through tried and well-recognized business principles.

The success of the "Iron Age" is due to the fact that its founder, John Williams, David Williams his son, and W. H. Taylor, the present head of the business, lived up to the letter of Article I in the Business Press Standards of Practice: "to consider first the interests of the subscriber."

If time permitted, it would be easy to show how the present high efficiency of the most successful trade paper publishing businesses has been brought about not by clinging to the idea of perfection, because such an idea is not involved in standardization, as Morris Llewellyn Cooke has pointed out; "the standard method of doing anything is simply the best method that can be devised at the time the standard is drawn." The Standards of Practice of the "Dry Goods Economist," of the Hill publications, of the Simmons-Boardman papers, of the "Iron Age," are vastly improved to-day over what they were twenty-five years ago. The foundation principles of these papers were sound and they will remain, but their practices have evolved into the higher standards as written down in the Code of Ethics that hangs here on the wall before you.

#### The Declaration of Principles

Including within its interests every kind of business, it is easy to appreciate how vitally industrial journalism is concerned with the business of advertising. When the Associated Advertising Clubs began their fight for truth in advertising, the Business Press was quick to appreciate its portent and eager to lend a helping hand. Six of its delegates participated in the formulation of a memorable "Declaration of Truth Principles" at the Baltimore Convention in June, 1913. In September of the same year the annual convention of The Federation of Trade Press Associations in the United States adopted the following Declaration of Trade Press Principles:

- I. We believe the basic principle on which every trade paper should build is SERVICE—service to readers and service to advertisers, in a way to promote the welfare of the general public.
- 2. We believe in TRUTH as applied to the editorial, news and advertising columns.
  - 3. We believe in the utmost frankness regarding circulation.
- 4. We believe the highest efficiency of the Business Press of America can be secured through CIRCULATIONS OF QUALITY rather than of Quantity—that character, and not mere numbers, should be the criterion by which the value of a publication should be judged.
- 5. We believe in Coöperation with all those movements in the advertising, printing, publishing and merchandising fields which make for business and social betterment.
- 6. We believe that the best interests of manufacturers, the Business Press and consumers can be advanced through a greater interchange of facts regarding merchandise and merchandising and to this end invite coöperation by manufacturers and consumers.
- 7. We believe that the logical medium to carry the message of the manufacturer directly to the distributer and the user is the Business Press.
- 8. We believe that while many advertising campaigns may profitably employ newspapers, magazines, outdoor display, etc., no well-rounded campaign seeking to interest the consumer or user is complete without the Business Press.
- 9. We believe in cooperating with all interests which are engaged in creative advertising work.
- 10. We believe that business papers can best serve their trades, industries or professions by being leaders of thought; by

keeping their editorial columns independent of the countingroom, unbiased and unafraid; by keeping their news columns free from paid reading notices and puffery of all kinds; by refusing to print any advertisement which is misleading or which does not measure up to the highest standards of business integrity.

#### Standards of Advertising Practice

And now I want to tell you of a remarkable occurrence at the Toronto Convention of the Associated Advertising Clubs of the World last June, where were gathered advertising men from all parts of the world to study advertising problems. This convention at one session brought in for adoption Standards of Practice for every one of the fifteen departments of advertising represented at the meeting, including agricultural publications, business papers, direct advertising, directories, general advertisers, magazines, general advertising agents, house organs, newspapers, outdoor advertisers, photo-engravers, printing, religious publications, retailers and specialty advertising manufacturers.

These standards represent a most vital development in the advertising field and are the best contribution to the cause of "better business" yet made by the Associated Clubs. They are significant, because through them all, like a silver thread, runs the idea of reciprocity and coöperation. There is no jarring note. Each department acknowledges that the others have a legitimate place in the advertising field, and that while there may be competition there can also be coöperation.

For the first time in the history of advertising we now have Codes of Advertising Ethics by means of which the members of the Associated Clubs can gauge their own conduct and also that of their fellows.

As Chairman Allen, of the Programme Committee, has expressed it, "These Standards should be what the Ten Commandments have been to the Christian people for centuries." They are ideals of conduct. While they may never be lived up to in toto, perhaps, by any single practitioner of advertising, they will, nevertheless, be to the advertising men what the Ten Commandments have been to society—a set of ideals towards which to work—the best standards of right action now attainable.

Let me read you the preamble which introduced these standards to the convention. It is an index to their character:

"REALIZING that advertising has come to mean service to mankind, and that reciprocity is the greatest force in promoting the cause of human brotherhood and the world's progress, and BELIEVING that the new humanism in business demands recognition of the fact that all men are interdependent and have international responsibilities which can be best conserved by setting up ideals of conduct, and

WISHING TO SECURE TO SOCIETY a Code of AD-VERTISING Ethics by means of which the members of each department of advertising can gauge their own conduct and also that of their fellows;

NOW, THEREFORE, we, the members of the Associated Advertising Clubs of the World, in Tenth Annual Convention assembled at Toronto, June 25, 1914, do acclaim and publish the following Standards of Practice for the various departments represented at this meeting, and do individually pledge ourselves to coöperate one with another in living up to them as the best Standards of Right Action now attainable for all those engaged in the business of advertising."

I take considerable pride in the fact that the New York Trade Press Association, of which I have the honor to be President, formulated the original set of standards after which were patterned the standards adopted by the other departments of advertising at Toronto. The class, technical and trade journals of the country form the Department of Business Papers of the Associated Advertising Clubs. This is the original Code of Ethics as adopted by the New York Trade Press Association:

#### Standards of Practice for Business Papers

The publisher of a business paper should dedicate his best efforts to the cause of Business and Social Service, and to this end should pledge himself:

- I. To consider, first, the interests of the subscriber.
- 2. To subscribe to and work for truth and honesty in all departments.
- 3. To eliminate, in so far as possible, his personal opinions from his news columns, but to be a leader of thought in his editorial columns, and to make his criticisms constructive.
- 4. To refuse to publish "puffs," free reading notices or paid "write-ups"; to keep his reading columns independent of advertising considerations, and to measure all news by this standard: "Is it real news?"
- 5. To decline any advertisement which has a tendency to mislead or which does not conform to business integrity.
- 6. To solicit subscriptions and advertising solely upon the merits of the publication.

- 7. To supply advertisers with full information regarding character and extent of circulation, including detailed circulation statements subject to proper and authentic verification.
- 8. To coöperate with all organizations and individuals engaged in creative advertising work.
  - 9. To avoid unfair competition.
- 10. To determine what is the highest and largest function of the field which he serves, and then to strive in every legitimate way to promote that function.

#### Analyzing the Standards

An analysis of these Standards discovers that in conception and application they are not too idealistic to be both wholesome and efficient.

The publisher of a business paper is a kind of modern knight errant who rides forth with "I serve," the law of modern business, emblazoned on his shield. Woodrow Wilson has said, "Profits are legitimate only when they come from service," and that is comprehended in the preamble to our Standards of Practice. How it works out is indicated by the success of the "Electric Railway Journal" in its efforts to promote a better understanding between the electric railway companies and the public. Last year, at the Convention of the American Electric Railway Association, the policy of publicity of financial operations of public utility companies urged by the "Electric Railway Journal" for twenty-one years was finally approved by the adoption by the Association of a Code of Principles in which one of the clauses reads: "Full and frank publicity should be the policy of all transportation companies to the end that proper information may be available to the investor and to the public." The "Railway Age Gazette" fought and won its "Battle of the Gauges" for public policy because it believed Business and Society would be benefited by a transcontinental railway gauge of uniform width. This paper also killed the Nicaragua Canal grab and paved the way for the Panama Canal, thus saving the country from committing what Varilla, the French engineer, said would have proved the greatest technical error. A distinct service for humanity performed by a technical paper!

"To consider first the interests of the subscriber," means just what it says. There should be no quibbling on this point. Sometimes it costs real money to maintain this attitude, but the only safe policy is: Subscribers First!

No. 2 means simply that the truth principle should be ap-

plied to all departments of the publishing business—editorial, news, advertising, circulation—and that the "square deal" policy should apply to the publisher's dealings with his employees and the merchants with whom he does business.

No. 3 would seek to have only simple statements of facts in the news columns, exceptions being made in the case of expert opinions or propaganda articles, which should be signed. editor of a successful business paper must constantly dwell upon the Heights—he must be a seer and a prophet. It is his duty to blaze new trails, to dream practical dreams, to lead the thought of his trade. What is needed most to-day in the trade journal field are editorials with backbone; editorials that say something and that stop when they've said it; editorials that are unafraid, not dictated by manufacturers seeking special privilege; editorials that call a spade a spade, that cry out against the exploitation of the dealer, or against anything that would close the door of opportunity to the youth of our land; editorials that attack trade abuses, unfair practices, misrepresentation and all the various tricks and devices that still persist in high and low places; editorials that expose the charlatan and the bounder; editorials written by men having warm, rich American blood in their veins. and that are full of constructive criticism; editorials that consider, first, the interests of the general public and the dealer: editorials that never cringe, fawn, ape, behave like lick-spittles nor truckle to the petty vanities of those seeking to prostitute the dealer to unworthy ends; editorials that our subscribers' sons ought to read if they want their boys to keep up the best traditions of the business; not the jelly-fish kind, not the spineless variety affected by some papers that are afraid to call their souls their own, but the clean-cut, wholesome opinions of the leaders of the best thought in the world of business.

No. 4 aims to eliminate the write-up nuisance no matter in what form it shows its head. Something for nothing is worth exactly what you pay for it—nothing! No advertiser should have any respect for a publication which will give him something for nothing. No self-respecting reader will continue to subscribe to a publication which seeks to deceive him by palming off as real news blatant puffs for regular or prospective advertisers.

Sometimes free publicity in the news columns is sought for what appears to be a worthy object. A safe rule to follow is this: "If the publicity sought is in the nature of a social service, for the good of the general public or the trade as a whole, and not to boost some private enterprise, or for personal gain, then it is all right to print it. Otherwise, it should be

paid for at regular space rates." Mr. Taylor, in his lecture on "The News Service of the Trade and Technical Press," furnished admirable definitions of what constitutes real news in the field of industrial journalism.

No. 5 means "Truth in Advertising," which I will take up further along.

No. 6 was not intended to frown upon the giving of books or other premiums pertinent to the trade, or, for that matter, unrelated, so long as the subscriber pays substantially the advertised price of the paper and wants it for itself, independent of the premium. This, however, is a moot question, many publishers believing that the best practice contraindicates the use of all premiums. To solicit advertising on any other basis than the merits of the publication—the facts in the case—is so clearly obsolete that it would seem quite unnecessary to write it down. It just isn't done, in the best publishing families.

No. 7 means that the advertiser has a right to know what he is getting for his money and this, of course, is not objected to by any honest publisher. There is, however, considerable difference of opinion as to how the information should be furnished. A goodly number of publishers have decided that membership in the Audit Bureau of Circulations is the most effective way to answer all circulation questions. This is a coöperative organization of advertisers, agents and publishers undertaking to supply verified circulation statements from periodical audits.

No. 8 means, lend a hand, wherever possible, to the cause of Better Business and Truth in Advertising. The trade paper man, like men in many other lines of business, is likely to become narrow and insular, from too much introspection. "He does not know his England who only England knows." Every business man needs to cultivate breadth of thought. It will enable him better to understand his fellows and their problems and throw more light upon his own. The publisher of a business paper should be ever ready to assist in furthering all legitimate interests in advertising and promoting a better understanding between the various branches of the business, as well as be anxious to aid in stamping out unfair methods and fraudulent practices.

No. 9 means, "Practice all this in your own business relationships."

No. 10 seems to define itself. It is really a résumé of what has gone before. It places the final emphasis on Service.

# Truth in Advertising

The trade press Standards of Practice have a broader significance than just Codes of Ethics for publishers of business papers. Consider, if you will, their relation to the world-wide movement for truth in advertising and particularly the relationship which they bear to the Standards for the other departments of advertising media represented in the National Commission of the Associated Advertising Clubs of the World, for which they served as a model.

Now that the National Commission has been organized to do business, the importance of the "Standards of Practice" adopted at Toronto will become increasingly apparent.

It has been pointed out that in these standards, and for the first time, the ideals of truth-telling in all forms of advertising have been given formal definition in concrete rules. No other form of business in the United States has anything comparable with this lucid, candid, sensible formulation of the permissible and the forbidden in trade and profit making. It was never expected that these various departmental standards would be lived up to literally. I would repeat that they are ideals of conduct. They may require definition in some instances. Undoubtedly they can be improved upon. How to define them, how to apply them, should be made the subject of careful study by each department. I believe the time is coming when no man will be tolerated in any department included in the National Commission who has flagrantly violated the standards of practice of that department. I also believe that in the future it will not be possible for unfair competition to thrive in any department of advertising, because of the opportunity offered to correct it through better understanding in the National Commission, sitting as congress, not as a court.

If it is true, as Hugh Chalmers says, that the greatest cause of advertising waste lies in the fact that there is still too much. "bunk" in advertising, the Standards of Practice present an opportunity to every advertising man to correct the evil at the source—in his own department. No department can be pure in its purpose and strong in its battle for the right and all advertising not be made purer and stronger thereby. This way lies the duty of every soldier in the Army of the Common Good in Advertising: Study your Standards of Practice and ally yourself with the cause of Truth in Advertising, because that's what every one of the departmental codes means when boiled down.

And, what is truth in advertising, do you ask? John Keats

defines truth in these words: "Beauty is truth, truth beauty, that is all ye know on earth and all ye need to know."

In the Business Gospel, according to James Schermerhorn, "advertising is the light that saves and serves." Truth in advertising is beauty translated into terms of Social Service.

Advertising, like Cæsar's wife, should be above suspicion. The great task confronting the servants of advertising is to ever keep it so. "It's only an advertisement," says the man in the street, "and all advertising is besmirched." Who said that? Richard H. Waldo, the man who originated the "New York Tribune's" money-back advertising guarantee, the most significant sign of the advertising year of 1914-1915.

How to make all advertising believable? This is the problem to which the members of that great body of serious-minded business men who compose the Associated Advertising Clubs of the World have been addressing themselves for a number of years past. Manufacturers, advertisers, advertising agents, publishers, promoters of all kinds of advertising media, consumers—all are mightily concerned in this great battle for truth in advertising.

Sometimes we hear men speak of life as a game. It is a favorite word. Then there is "the newspaper game" and "the advertising game." But life isn't a game; it's an opportunity for self-expression, a glorious opportunity where every man is given twenty-four hours in the day to do with as he will. King George, Kaiser Wilhelm, Morgan, Rockefeller, Edison get the same as you and I-twenty-four hours, no more, no less. We all stand equal before the Law of the Universe. You can waste your precious allotment if you wish, but to-morrow you are given another twenty-four hours just the same. The wheel turns and Time weighs out the sands in the same proportion to the wise and the foolish. Did you ever think of that, you men who are students of journalism? Isn't it a solemn thought? Twenty-four hours take them or leave them. But if you take them and use them in the study of the beautiful, if you translate them into terms of truth—what a heritage! No game can equal the quest of the beautiful! There is no joy like the pure joy of service.

# The Transmutation of Advertising

Consider, if you will, what advertising was and what it has become.

A woman, wearing an anxious expression, called at an insurance office one morning.

"I understand," she said, "that for five dollars I can insure my house for a thousand dollars in your company."

"Yes," replied the agent, "that is right. If your house burns

down we pay you one thousand dollars."

"And," continued the woman, anxiously, "do you make any inquiries as to the origin of the fire?"

"Certainly," was the prompt reply, "we make the most

careful inquiries, madam."

"Oh!"—and she turned to leave the office—"I thought there was a catch in it somewhere."

The leaders in the movement for clear white honesty in advertising are chiefly concerned with taking the "catch" out of advertising. Times have changed since the days when P. T. Barnum was considered a great advertiser. Somehow, old P. T. has lost caste. A few years back George Cohan wrote some musical comedy verses in which he acclaimed the showman-faker after this fashion:

P. T. Barnum had the right idea, Barnum had the whole works tied. Every place he went He used to pitch a tent— The Rubes that saw the tent go up Would wonder what's inside.

"Oh, there's one born every minute in the day,"
Barnum used to say,
"The wisest is the jay,
He'll always hold his tongue
To see the other fellow stung—"

Barnum had them wised up, Barnum had them sized up— Barnum had the right idea!

#### Again:

Barnum had them doped out, Standing up and roped out— Barnum had the right idea!

Barnum was mistaken—we know that now. It isn't true that there's one born every minute. People are born honest—what they become is largely a matter of what they are told, what they see and what they believe. They have a right to be told the truth. Let's tell it to them.

#### Swatting the Lie

It has been said that honest advertising amounts to approximately eighty-eight per cent. of the total volume in this country. How to deal with the other twelve per cent.? "Here is a task for all that a man has of fortitude and delicacy." The attitude of the National Vigilance Committee of the Associated Advertising Clubs of the World is to approach the question with rough courage and a goodly measure of moral suasion. You know, in advertising there is everything in attitude—the right approach. Every man's duty requires that he shall swat a lie when he sees it, otherwise he suffers actual loss himself. But be careful of the approach. If you're not careful you will cause a feeling of uncertainty very much like that which the congregation had when the minister announced that his next Sunday sermon would have for its topic, "Hell, and Who Will be There"; whereupon two bankers, three lawyers and the local editor wrote him letters threatening to sue him if he mentioned any names. It's always best to try moral suasion first. If this fails, then the exposure must be swift and fearless.

No better illustration of the need for education in the new conception of business honesty in relation to advertising can be instanced than the success which has been achieved by the production in New York of the play, "It Pays to Advertise." Although it is a farce, it is calculated to leave a very harmful impression on the minds of the general public. It is nothing more than a modern application of the old P. T. Barnum idea. It impressed me as a grave libel on what has latterly become a serious profession. I think the time has gone by when advertising should be treated flippantly in print or on the stage. We are living a long way after Colonel Mulberry Sellers.

Of course, the play is a farce, which nobody is supposed to take seriously. It tells the story of the efforts of a soap king to make a business man out of his idle and shiftless son. He conspires with his attractive young woman secretary to inveigle the boy into a business deal. The boy and the girl procure a soap formula out of an old cook book, and, aided and abetted by a theatrical press agent as advertising man, set up an opposition soap factory—on paper—with "Thirteen Soap—unlucky for dirt" as their leading brand. They have no serious intention of making any soap. Indeed, they plan to buy it from the Soap King himself for three cents a cake, sell it to the jobbers at sixty cents a cake and to the consumer for a dollar. Their object is, through extensive advertising, to frighten the old man into buying them

out. The plan succeeds, the old man is forced to pay an enormous price for the trade-mark and good-will of a business that doesn't exist, and in the end announces that he is thoroughly converted to the gospel of advertising. The conclusion that "it

pays to advertise" is inevitable.

Of course it is farcical to suppose that Marshall Field or Gimbel Brothers would buy staggering quantities of anybody's soap directly the advertising appears—no matter how convincing—and that's what happens in the play. Nevertheless, the question is, how many people will not leave the theater with the idea firmly fixed in their minds that Uneeda Biscuits, Victor Talking Machines, Heinz' Pickles, Gillette Razors, etc., are absurdly overpriced because they are advertised? As "Printer's Ink" says:

"There is much talk in the play of advertised goods and the fortunes made out of advertising. In dramatizing his farcical fact, the author has introduced arguments calculated to win the admiration of a certain class of publisher and advertising man—chiefly those who delight to emphasize 'the superficial, the froth and bunk in advertising'; the very things the serious men in 'the truth in advertising' movement have been working for years to eliminate."

# The Spirit of Truth

"Advertising is no longer the slick gold-brick game it used to be in the hands of the unscrupulous fakers of the old school. Advertising never did and never will make a lasting success of an unworthy business built on a false foundation."

Young men coming into the advertising and publishing business cannot be told too often that truth in advertising comprehends an accurate statement of the facts in each case as well as a nice regard for good taste in the choice of English, and in the display factors. But behind these concrete things there is the Spirit of Truth with which every beginner needs to be imbued. He must be made to understand that the Spirit of Truth is Beauty, that the beautiful thing is the thing worth while because it is usually the most useful; that the beautiful is destined to survive while ugliness must perish.

Truth in advertising, then, comprehends, first, a passionate devotion to those ideals of conduct which inspire men to think noble thoughts, to do things worth doing, with a steadfast fidelity to order and law. It also comprehends a knowledge of the beautiful, the true in life, in nature, and the application of the truth principle to any form of publicity which has for its object, "caus-

ing another to know, to remember, to do," an excellent definition of advertising. Do this without the slightest sacrifice of taste or dignity and you'll be a success.

### First to Last, the Truth

Written high on the Triumphal Arch of the West in the Court of the Universe at the Panama-Pacific Exposition is this big thought by Confucius:

"They who know the truth are not equal to those who love it"

It isn't enough to know the truth—one must live it if he would acquire merit in China.

If it is true that no business is ever more than the lengthened shadow of one man, then in the business of advertising, and in the field of business journalism, as in other lines of industrial effort, it is the men that count, and it is most important that all of you who are approaching this field should realize that without character yourself you will never be more than sounding brass or tinkling cymbal in the advertising and publishing profession. And in the building of character, if the emphasis is placed upon Truth it can later on be translated into terms of Service that will spell Success.

Carl Schurz has compared ideals to the stars; "you will not succeed in touching them with your hands, but like the seafaring man on the desert of waters you choose them as your guides, and following them you reach your destiny."

Such are The Standards of Practice in their relation to the cause of Truth in Advertising. Business press efficiency must not be "too materialistic, prosaic or utilitarian." The World of Business, the Business Press, needs more young men with ideals. And when they come to sit in this Forum, which I would liken to the Interpreter's House, shall we not say to them:

"Whatsoever things are true,

Whatsoever things are honest, Whatsoever things are just,

Whatsoever things are pure,

Whatsoever things are lovely,

Whatsoever things are of good report;

If there be any virtue, and if there be any praise, think on these things."

# The Making of a Trade Paper

Eighth Lecture in the Forum in Industrial Journalism at the New York University, May 19, 1915

### By JOHN CLYDE OSWALD

Editor, The "American Printer";
President, The Federation of Trade Press Associations
in the United States.

In the first place, let us arrive at an answer to the question, What is a trade paper? Not so many years ago it was a somewhat indefinite term. There were definite ideas as to what was meant by the words "newspaper" and "magazine," but when "trade papers" were referred to practically anything in between was apt to be meant. If you will look over the list of the members of the first organizations of the trade press, you will find that they included agricultural publications, medical journals, financial papers, what are even yet somewhat vaguely designated as class journals and of course those still correctly grouped as trade and technical papers. New lines of definition are in process of formation, and although the terms are not yet exactly descriptive in the minds of the general public, most of us in the publishing business have narrowed our ideas to a point upon which we are generally agreed, that a trade paper is a periodical dealing with a field which concerns itself particularly with buying and selling of a commodity of some kind, and a technical paper one which deals with mechanical production in a special field. term has lately come into use which seems to find considerable favor among publishers—that of the "business press." It is not quite so exact in that while both trade and technical papers are, generally speaking, published to promote business enterprises, the objection of the technical paper to being classified under the word "trade" would seem to apply also to the word "business." Also, the term "business press" could as well include the financial papers, which at one time were grouped under "trade papers," but which gradually became separated from them.

So far as this talk is concerned, however, whatever there may be of value in it will apply to all these divisions.

There are about six hundred publications in the United States that under the narrowest definition could properly be classed as trade and technical papers. Using the wider application of the term, the number would probably increase itself to about a thousand. Trade and technical papers vary in value from probably a dozen that would pay a high rate of interest on an investment of a million dollars each down to those which in a bank statement would be classed among the other liabilities. Probably some of the students of this university, when they shall have gone forth to take up their life work along journalistic lines, under the shifting which comes with the performance of the daily task, will find themselves engaged in some branch of trade press Eventually they will come to that point which is the proper goal of a young man's ambition—to get into business for himself. The sure way is to go gradually along step by step until the final elevation is reached where, we have Mr. Daniel Webster's word for it, "To Let" signs are always abundantly in evidence.

Some, however, are apt to become impatient at the slowness of the progress along the road leading to the top, and will look about for short cuts to the highest positions in some particular field of trade press activity.

Two courses are open. One is to secure control of an established journal that does not measure up to its opportunities, but could with infusion of enterprise and energy be made to do so—and there are many such—and the other is to start a new journal. Both courses will be found to be beset with difficulties that do not properly come within the scope of this treatment of a phase of trade paper publishing. They are not necessarily to be objected to because the way is not easy, however. "Difficulties are the things that show what men are." If you should find a field which is not difficult, stay out of it. What little chance of success it offers will not be worth while.

Whichever of the two courses is decided upon, the question of the mechanical construction of the periodical will be one of the first to come up for consideration. That such will be the case with a new publication is of course obvious. That it will be likewise the case with an old publication into which new life needs to be injected is almost as certain. I have never yet seen an unsuccessful trade paper that was typographically correct.

At one time all trade publications, in the matter of size of pages, were of the "broadside" variety. Gradually the size of

the page grew smaller. In the years of the great prosperity of the leading popular magazines, their size, which approximated seven by ten inches, was looked upon as probably the one at which eventually all publications would arrive. Magazine publishing has not lately been a sure method to financial success, however, and in casting about for new methods of improvement many of the magazines have changed to a larger form, one of the reasons being that it permits inclusion of reading matter in the advertising pages, thereby directing the attention of the reader to them for reasons other than the advertisements themselves.

The size of the trade paper page now most prevailing is  $9 \times 12$  inches, giving a type page  $7 \times 10$  inches. On the "American Printer" we make the type page  $63/4 \times 10$  inches, our reason for choosing that particular size being that 63/4 inches is 41 pica ems, giving opportunity for the division of the page into two columns of 20 ems each, and three columns of 13 ems each, with an equal space between the columns in both cases.

Early among the problems in periodical production comes the choice of a printer. A wide range is offered. It is open to the publisher to pay almost any price he desires for his printing, just as it is open to him in purchasing his luncheon to patronize restaurants where the charge varies from twenty-five cents to a dollar or anything between. Too often for the good of trade journalism, the lowest price printer gets the job.

Estimates on a job of printing usually vary, from the highest to the lowest, about fifty per cent. My experience leads me to believe that the service rendered usually varies in about the same degree. In other words, the publisher gets about what he pays for.

Printing as a business ranks sixth among the great American industries. In point of financial returns it ranks eighteenth. This, you will agree, is a wide divergence. Printers are not money-makers. The house which I represent publishes a book entitled "How to Make Money in the Printing Business." At a dinner in New York I once introduced the author of the book to Mr. Elbert Hubbard. Mr. Hubbard said, "I am glad to meet the author of 'How to Make Money in the Printing Business,' the grandest work of fiction ever written."

Unfortunately, there sometimes exists between the publisher and the printer a spirit of antagonism rather than of good-will. Andrew Lang, the famous essayist, once made the remark that although himself a Briton and mindful of the fact that Napoleon Bonaparte was Britain's enemy, he respected the great Frenchman's memory because he once shot a publisher. Such an attitude is often regrettably that of the publisher toward the printer.

The rock upon which the relations between the publisher and the printer often come to grief is found in the charges for author's alterations and holding the press. About the only thing the printer has to sell is service, and he must sell it by the hour. His hours are of two kinds—productive, by which is meant those directly applied to particular jobs, and non-productive hours, devoted to such indirect processes as supervision, proofreading, distribution of type, etc. In order to determine his cost per hour, the printer must divide the total cost of all the time by the num-





(No. I)—How not to do it.

ber of hours of productive time. Having made his calculations, he must base the operations of his plant upon them. Every hour must be accounted for. That is why he must charge when a press is temporarily stopped through the publisher's orders to stop it, and why he must charge for the time spent in making changes caused by alterations from the copy as originally put into type.

Sometimes the publisher seeks relief from disagreements with the printer over printing charges by putting in his own printing plant, or at least his own composing room. Thereafter it costs him just as much, and in nine times out of ten more, but he is not constantly made aware of the fact, and is therefore happy. Why should we worry over the things we do not know?

We shall now have some stereopticon pictures showing various typographic arrangements. My first is an illustration of how not to do it (No. 1). Here are the cover pages of two trade papers on which you will note that the space is divided among small advertisements. Such advertisements are seldom well displayed, infre-

quently changed, and they detract rather than add to the appearance of a cover-page. My belief is that the front cover page is the most valuable in the book and that it is too valuable to sell. It is worth more to the publisher than it could possibly be to the advertiser. Further, I doubt if the publication which sells its front cover pages adds very much to its revenue by so doing. The advertisers whose announcements appear on the front pages would use inside spaces if they had to do so.





(No. 2)—Showing different cover treatment by papers in the same field.

This picture (No. 2) shows the front cover pages of two publications in the same field. You will observe that one gives up the space to a single advertisement, which if the page is to be sold at all seems to me to be preferable to dividing it, for the reason that the larger advertisement has a news value which smaller ones have not; and in the other case the use of a conventional design with an open space in the center in which appears with every issue a different portrait of some person prominent in the field to which it caters.

Here we have a contrast (No. 3) in the picture of a publication which uses an artist's design of the title of the publication with a decorative border and the remainder in typographic display. The other uses a photograph illustrating a department of activity of the field to which the journal caters. This appeals to me as being an admirable thing to do. Both designs are to be commended.

On the "American Printer" we change the cover monthly, using from two to four colors, with a change of style and texture of the cover paper used. The four designs (No. 4) show the method of treatment afforded by the title. On one you will note we have used something illustrative of the word "American"—the eagle, emblematic bird of freedom; on another a design typifying the month; another illustrating something relating to the printer; on a fourth a design which is purely decorative.

For this (No. 5) and the other pictures showing typographic





(No. 3)—Two good cover pages.

design as it ought to be, which immediately follow, I am forced to go to the magazines. The principal reason the magazines show better typographical results is that they do not, as do most trade papers, depend upon their own judgment in making decisions as to typographic construction. The magazine editors put the work into the hands of printer-experts just as they would put the designing of a house in the hands of an architect, or the construction of a bridge into those of an engineer.

The Century Company, when it came to the point of putting its magazine into new form, employed Will Bradley to do the work. We see here illustrated side by side the results he attained. Both are good. Mr. Bradley's design is somewhat less conventional than its predecessor and a little more up-to-date. If you read the "Century" you will agree also that its present type pages are easier to read than were those of a year ago.

This slide (No. 6) shows what Benjamin Sherbow has done for "McClure's." On the left is the first reading page of the number, subordinating the title of the magazine, emphasizing the leading article, and giving large space to a drawing illustrating it. A readable type face in lower case of a large size gives the title of

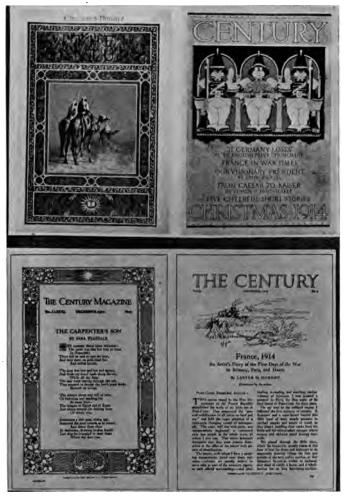


(No. 4)—Same cover with four different motives.

the article and the name of the author prominence, and the editorial note accompanying the heading, which has become a feature of many of the magazines, affords a decorative appearance.

Here are contrasting first reading pages (No. 7). One evidences a willingness on the part of the publisher to sell any space

the advertiser may desire, and the other measures up to the best standards of dignity, artistic appearance, etc. There are of course different ways of making up the paper that are correct. The



(No. 5)—Will Bradley's changes (on the right) in the style of the "Century."

publisher of the "Upholsterer," as you will note, gives on the first reading page the names of those who are responsible for its publication, which the New York State law requires shall be a

feature of every publication, and he begins his editorial matter on the same page. It is a somewhat unusual, although entirely



(No. 6)—Benjamin Sherbow's arrangement of "McClure's" typography.



(No. 7)—A contrast in first reading page make-up.

permissible, form of make-up. Usually the first page begins with the leading contributed article.

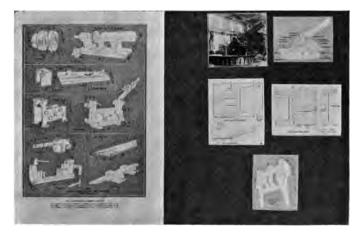
Considering further the matter of expense in make-up-

these pages from "Advertising & Selling" (No. 8) show that sometimes the least expensive is at the same time the most effec-



(No. 8)—Both correct, but one is less expensive.

tive course to follow. A decorative panel as shown on the right-hand page costs something to design, and it takes longer to put the



(No. 9)—Effective art treatment of a mechanical subject.

type matter into it than is the case where it is not used. The contrasting page is less expensive to construct and easier to read. We trade paper publishers do not spend enough on our illus-

trations. It is the usual course to make a halftone, not infrequently of the dollar minimum variety, of a photograph as it comes in, without retouching or re-etching. As a matter of fact, a subject may be handled by an artist in a dozen different ways. Reference is here made, not to the different processes of engraving, with which you are of course familiar, but to the different methods by which the artist may handle the subject. Such treatment adds somewhat to the expense, of course, but very much to the effect.

Here is illustrated (No. 9) a method of showing a mechanical subject that is new and much to be commended. As you will note, the shading is done not upon the picture of the article illus-



(No. 10)—Careless page make-up.

trated, but upon the background, permitting the picture itself to stand out in strong relief.

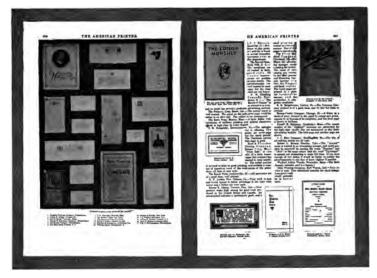
Here is another example (No. 10) of how not to do it, showing the easy, careless way in which we are apt to place illustrations in reading pages.

On this slide (No. 11) is contrasted a better and more artistic way. You will observe that the illustrations are grouped by themselves in a panel opposite the reading matter. This particular article related to improvements in the construction of printing presses. By putting the pictures together the steps of development as demonstrated by them are more easily comprehended than would be the case if they were scattered all over the two pages of type matter in which they are described.

On this slide (No. 12) I have illustrated two different methods of grouping. On one page the illustrations are distributed through the type matter which is run around them,



(No. 11)—Correct grouping of inartistic illustrations.



(No. 12)—Two methods of correct grouping.

adding to the cost, whereas on the opposite page the illustrations have been pasted upon a background of tinted paper, and a half-tone made of the whole. The effect is better and the process less costly.

Now we come to the typographic arrangement of the editorial pages. Here are two pages from "Silk" (No. 13). You will note that the editorials are designated as such. They are separated by small ornaments depicting the butterfly wings which the publication uses throughout its pages, giving some distinction to it.



(No. 13)—Good arrangement of editorial pages.

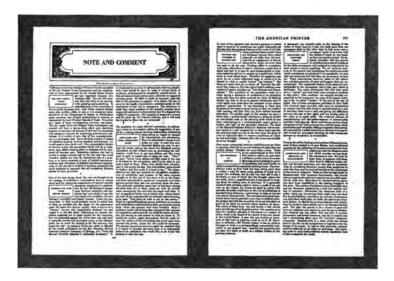
The name of the publication is also placed upon the pages in an unconventional manner. The names of the organization to which the publication belongs, showing its close association with the trade, are also included.

The other extreme of the arrangement of editorial pages is illustrated in these two (No. 14) from the "American Printer." They are not designated as editorial pages, but are so accepted by the readers through a long-established custom of presenting the opinions of the paper in this way. Nothing of a distracting nature, such as was shown in the preceding illustration, appears in connection with this editorial matter. It is entirely impersonal in character, which the editors believe to be a commendable feature.

Using the editorial pages in the way just shown necessitates

the giving of information often included in them in another way. This we do in the "American Printer" by putting them on the index page. Also, we adopt a plan that we believe to be a good one, but which is not often followed, of publishing in connection with the information as to subscription rates, time of publication, etc., an enumeration of the subsidiary fields to which the paper caters. We also publish monthly a table of contents, which all publications do not do, but which they should do.

Here is another illustration (No. 15) of how not to do it, showing two pages of advertisements and reading notices thrown



(No. 14)—Simplicity in arrangement of editorial pages.

together in a very inartistic form. In the "American Printer" we publish both reading matter and advertisements, of course, but we group the ads at the front and back, permitting no commingling with reading matter. The advertisers sometimes ask for position next to reading matter, but they never get it, and since the rule is applied impartially, such requests do not give us serious concern.

My theory in regard to the typographic display of advertisements is that it should be so simple in arrangement as to present to the reader the maximum of message and the minimum of method. It is said of a well-dressed man that he will be neither so poorly dressed nor so extravagantly dressed as to cause you to remember when he has gone from your presence just how he

